

Practice Manual Checklist

A Practice Manual is a set of documents compiled in a meaningful way for practice groups that provides team members with a written source of policies, guidelines, and information related to all aspects of a practice. This ensures that all team members have a resource to develop a shared understanding of the vision, operations and plans for the clinic which also detail the specific roles, responsibilities and expectations team members have for successful day-to-day operations.

The checklist is a recommended support for practices to assist with planning, alignment, and decision-making when developing their Practice Manual/s. The checklist provides providers (physicians/NPs) with key elements for consideration in the development and maintenance of a Practice Manual for their practice.

Resources and tools have been provided to assist with discussion and documentation of the elements. It may be helpful to include team members in discussions relating to certain aspects of your practice manual, and engaging team members in the development of the manual will reinforce a shared commitment to the success of the practice.

How to use the checklist

Below are key elements with guiding questions that may be used as you develop your practice manual, as well as space to record your discussions. This list is not exhaustive, but rather is meant to provide a starting point that can be adapted to the specific context of your practice.

Checklist Sections

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| 1. General Information | 4. Policies and Procedures | 7. Teams and Teamwork |
| 2. Patient Experience | 5. Clinical Operations | 8. Quality Improvement, Initiatives and Activities |
| 3. Safety | 6. Human Resources Management | 9. Growing Your Practice |

General Information		
☐ Mission and vision ☐ Organizational chart ☐ Hours of operation ☐ Contact information		
Elements	Key Questions	Notes
Mission and vision	- Do you currently have a mission and vision statement? Does it need updating? - If not, who will develop the mission and vision statements? Will you get team input? Patient input? - What is your unique contribution? - What do you want to achieve? - What are the core values of the practice?	
Organizational chart	- How will you organize the chart? - Key roles; reporting matrix; functional top-down hierarchy?	
Hours of operation	- What are the regular practice hours? - What are the hours for an after-hours clinic? - What are the on-call hours?	

Elements	Key Questions	Notes
Contact information	- List phone, cell phone, email for all team members - List emergency contact info for all team members	

Patient Experience

☐ Patient feedback

☐ Patient complaints

☐ Patient experience advisors

Elements	Key Questions	Notes
Patient feedback	- What is the mechanism to capture the patient feedback and experience (survey, focus group)? - When and how will patient feedback be reviewed? - How will you decide on steps to address actionable items? - Will you share the information with patients?	

Elements	Key Questions	Notes
Patient complaints	• What is the process for patients to report a complaint? • Who collects, tracks, and shares the information? • What is the process for responding to patient complaints?	
Patient experience advisors	• Will you form a patient advisory committee that meets regularly? • How will you recruit patient advisors? • How often will you meet? • How will you document and track projects?	

Safety		
☐ Medical or behavioral emergencies ☐ Hazardous materials management ☐ Infection control policies		
☐ Fire safety plan ☐ Emergency preparedness plan ☐ Contingency plans		

Elements	Key Questions	Notes
Medical and behavioral emergencies	- Define clear roles and responsibilities for team members - Who do you call to transport patients to an emergency facility? Ambulance, police? - Will all staff be certified in CPR? - Will you have routine drills? Helpful Tool Doctors of BC Sample Medical Emergency Protocol	
Fire safety plan	- Will you designate a Safety Coordinator? Monitor smoke alarms, fire extinguishers; train staff on use of fire extinguishers and evacuation procedures - Will you assign specific tasks? - Will you have routine fire drills? Helpful Tool Canadian Centre for Occupational Health and Safety Fore Protection Plan	

Elements	Key Questions	Notes
Hazardous materials management plan	• Do you have policies for management of chemical or infectious waste? • Where do you keep MSDS sheets? • Management of biohazard sharps?	
Emergency preparedness plan	• What is the communication plan? • What is the mitigation plan to provide essential services? • What is the recovery plan? • Do you have documented processes to respond to: ○ Power outages ○ Internet interruption ○ Phone outages ○ Water loss ○ Weather events ○ Natural disasters ○ Hostile intruder Helpful Tools • Doctors of BC Practice Continuity Workbook – Preparing Your Practice for a Disaster • Canadian Family Physician – Review of emergency preparedness in the office setting	

Elements	Key Questions	Notes
Infection Control Policies	• Do you have an Infection Control plan? • How will you monitor employee immunizations? • Who will oversee PPE policies and training? • Do you have a standardized protocol for disinfecting exam rooms and equipment? • Do you have a standardized protocol for handling/processing specimens?	
Contingency Plans	• What staff, patients or other parties need to be notified during an adverse event? List of contact information • Do you have emergency kits: ○ Emergency medications ○ Emergency equipment ○ Shelter in place kit Helpful Tool • Doctors of BC Emergency Kit Checklist	

Policies and Procedures		
☐ Privacy agreements ☐ Privacy impact assessments ☐ Equipment ☐ EMR ☐ Data sharing agreements ☐ Accreditation ☐ Billing		
Elements	Key Questions	Notes
Privacy agreements	- Do you have privacy agreements with your staff? - How often do you update and review? - Do you have a privacy officer? - Do you have an up to date privacy impact assessment in place?	
Data sharing agreements	- Do you have data/information sharing agreements between providers? - How often do you update and review? - Do you have information management agreements with third parties?	
Privacy impact assessments	Do you have privacy impact assessments relating to EMR use and changes in information management?	

Elements	Key Questions	Notes
Equipment	How do you manage reprocessing equipment?	
Accreditation	How do you prepare for accreditation or assessments by regulators?	
EMR	- Will you have signed confidentiality statements for all team members? - What is the process for responding to a suspected or actual breach of privacy? - Is there agreement on EMR tool utilization and documentation (reminders, flags, dashboards, etc.)? - Who will have full or limited access to the EMR during after hours clinics? - How will team members share information (pools, attachment to others in baskets/task lists, etc.)?	

Elements	Key Questions	Notes
Billing	Have you documented how patients will be billed for different types of services?	

Clinical Operations

☐ Daily operations

☐ Staffing

☐ Supply management

☐ Clinic manager

☐ Clinic workflow

Elements	Key Questions	Notes
Daily operations	- How do you manage clinic operations day-to-day? - Are all operational decisions managed by the providers?	

Elements	Key Questions	Notes
Clinic manager	• Who manages clinic operations? • Is this role well defined? • What are their responsibilities? • What training or educational opportunities are there for a Clinic Manager?	
Staffing	• How will you determine staffing needs? • Do you have documented position descriptions? • How often do you review and update position descriptions? • Is there a global staffing plan? • How do you train staff? Helpful Tools • American Medical Association Private Practice Staffing Guide • College of Physicians and Surgeons of Alberta Sample of Policy and Procedure Manual – Job Descriptions	

Elements	Key Questions	Notes
Clinic Workflow	• What are the scheduling expectations? • Will you see walk-in patients? • Rotational approach to cover walk-ins? • Do you have standardized processes for patient visits? Helpful Tool • American Medical Association Rooming Checklist	
Supply Management	• Do we have practices to manage, clean, and share equipment? • What is the process to order supplies for the clinic (Min/Max)? • How do you stock treatment rooms and supply rooms?	

Human Resources Management

☐ Hiring and onboarding staff

☐ Terminating staff

☐ Healthy work environments

☐ Managing staff

☐ Time-off policies

Elements	Key Questions	Notes
Hiring and onboarding staff	• Do you have a recruitment plan? • How do you make decisions surrounding hiring staff? • Do you have documented position descriptions? • How often do you review and update PDs? • Is there a global staffing plan? • Will all providers interview applicants? • How do you train new staff? • What is the probationary period? • Do you have a wage grid? • How and when do you review wages? • What benefits will you offer? • Will you implement annual performance reviews? • How will you promote employee development plans? • Do you have a retention plan? Helpful Tool • Doctors of BC Human Resources Toolkit	

Elements	Key Questions	Notes
Managing staff	• How do you train staff (new process/procedure; annual updates)? • Will you implement annual performance reviews? • How will you promote employee development plans? • Do you have a retention plan?	
Terminating staff	• How will you deal with performance issues or misconduct? • Will you implement performance improvement plans? • How do you make decisions surrounding terminating employment?	
Time off policies	• Who approves leave requests? • What are the expectations surrounding vacations, sick time and extended leave? • Who monitors accommodations and return to work plans?	

Elements	Key Questions	Notes
Healthy work environment	- Do you have a Code of Conduct to support a respectful, psychologically safe workplace? - Will all staff have to complete diversity and inclusion training? - How will you encourage and support team members' healthy lifestyle practices, work/life balance? - How will you monitor the health of the work environment? Helpful Tools Institute for Healthcare - Joy in Work Canadian Medical Association - Physician Wellness Hub	

Teams and Teamwork		
☐ Team-based care ☐ Joy in work ☐ Team culture		
Elements	Key Questions	Notes
Team-based care	- What is the composition of your team (skill mix/size)? - What are the roles and responsibilities of team members? - What is the communication pathway between leaders and team members? - What are the communication pathways? - How will you monitor the effectiveness of your team? - What processes are in place to address misconduct or conflict? Helpful Tool CFPC- Best Advice Guide	
Joy in work	- How will leaders partner with team members to monitor key needs for joy in work? - Physical and psychological safety - Meaning and Purpose - Autonomy - Communication - Trust - Cohesiveness and collegiality - Recognition and celebration Helpful Tool HI Framework for Improving Joy in Work	

Elements	Key Questions	Notes
Team culture	- Do you have established team norms and a process for revisiting norms? - Does the team have a sense of shared purpose? - Does the team exhibit signs of psychological safety? Helpful Tool Sample Shared Purpose slide deck	

Quality Improvement, Initiatives and Activities

☐ Quality improvement team

☐ Quality data and performance indicators

☐ Patient safety

Elements	Key Questions	Notes
Quality Improvement Team	- Who is on your team? - How often will you meet? - How will you document and monitor your QI work? - What quality initiatives and processes will help us be the best practice possible? - What expectations are there to participate in quality initiatives as individuals and as a group? - How will we share leadership and champion quality improvement ?	

Elements	Key Questions	Notes
Quality data and performance indicators	• What data will be collected? (access, continuity, process, balancing, and clinical outcomes)? • Who will collect, monitor and share quality data? • Who will you share the data with: team, patients, quality organizations, others?	
Patient Safety	• Is there an approach to collect patient safety concerns and support QI initiatives.	

Growing Your Practice

☐ Relationship with community organizations

☐ Relationship with professional organizations

☐ Social media activity

Elements	Key Questions	Notes
Relationship with community organizations	• Do we have a list/awareness of community organizations? • Are there community organizations that we should be fostering relationships with? • Are there potential synergies or shared populations with community organizations that should be explored?	

Elements	Key Questions	Notes
Relationship with professional organizations	Are there supports and/or resources from professional organizations that the practice could benefit from?	
Social media activity	- Who monitors and updates the practice webpage? - What social media sites will have active profiles?	

Additional Supports and Resources

- American Medical Association [Private Practice Playbook](#)
- College of Physicians and Surgeons of Alberta [Sample Policy and Procedure Manual](#)
- Safety Net Dental Clinic Manual - [Policies and Procedures Manual Template](#)
- Teambasedcarebc.ca [A Practical Guide to Facilitation – Shared Purpose: Building a Strong Team Together](#)