



# Essentials of Practice Management in Dermatology & Plastic Surgery

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## 2.1

## Understanding Needs and Demands in Practice

Sumit Gupta

**INTRODUCTION**

Understanding “need and demands” in medical practice is akin to learning about the epidemiology and burden of a disease before reading further about it. It is not a static, one-time exercise that we as medical practitioners should indulge in before setting up practice. It is a constant and dynamic process that helps us not only to keep up with the times, but also to develop into more worthy and effective medical professionals.

**CONCEPT**

Understanding needs and demands is essentially a marketing concept and forms the core of all marketing decisions and strategy. “Marketing” is often considered a derogatory process or word, especially by us, Medical Professionals. We have been trained as technocrats who are supposed to know and excel only in our sphere of expertise. Also, most people believe that marketing is synonymous with advertising and as per the medical ethics, medical professionals/institutes should not indulge in it. However, advertising is a small component of the comprehensive marketing management process. Let us have a look at what “marketing” is defined as.

- The American Marketing Association defines marketing as “the activity,

set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”

- The Chartered Institute of Marketing defines marketing as “the management process responsible for identifying, anticipating and satisfying customer/client/partner/society’s requirements profitably.”
- The famous Marketing Guru and Author Philip Kotler defines marketing as “satisfying needs and wants through an exchange process.”

So, whatever be the field of endeavor, if it has to do with people and society at large and related to fulfilling any requirements of perceived or nonperceived value, it is inconceivable to perform it without marketing. Formally and informally, people and organizations engage in a vast number of activities which we call marketing. For corporate organizations, finance, operations, accounting, and other business functions will not really matter without sufficient demand for products and services so the firm can make a profit or create value. In the healthcare industry, medical skills, diagnostic capability, treatment algorithms, technology and infrastructure will have no meaning until



there are either patients who can benefit from them or they are atleast aware that they can benefit from them. So, marketing is essentially about identifying and meeting human and social needs.

*Needs* are the fundamental human requirements such as for food, clothing, shelter, and health. Humans also have potent needs for education, comfort, social interaction, recreation, and entertainment. These needs become *wants* when directed to specific objects that might satisfy the need.

A person in Mumbai needs food but may want to eat *vada pav* at a food stall. Similarly, a person in Kochi needs food but may want to eat curd rice and fish curry. Our needs are essentially the same, but wants are shaped by our cultural behavior and society.

*Demands* are wants for specific products or services, supported by an *ability to afford*. Many people want to buy the latest I-Phone, but only few can afford one. Companies must measure not only the aspirational value of their products or services (wants), but also the willingness and ability to buy them (demands).

Now, many people can argue that healthcare is an essential need and medical services have no potential of being categorized as wants and demands. However, there are many examples in the healthcare field of wants and demands. Access to healthcare is a *need*, but access to healthcare with minimum and comfortable waiting time is a *want*. For providing this facility, a medical practice will have to invest in appointment management software, queue management system, trained receptionist, etc. The practice may also have to invest in a comfortable, air-conditioned waiting room with ample furniture for patients and their chaperones. The medical practice may have to monetize these facilities by charging a little high for its medical

services. Now, some people may find it worthwhile to pay the extra amount (*demand*) while some may not. Investing in this type of infrastructure and mentioning “consultation by appointment” or “for appointment contact: XYZ” on prescription/hoarding/clinic board, etc., is an act of marketing which is catering to this very demand.

Many practices also have a provision of ancillary professionals who help in achieving healthcare requirements comprehensively. For instance, an orthopedic practice may have a provision of a physiotherapist and physiotherapy-related equipment. It results in convenience to the patient so that his/her particular healthcare need is being comprehensively catered to at one location. Similarly, a provision or availability of a dietician, counselor, lab technician/equipment, pharmacy, etc., in a medical practice, adds to the convenience of the patient. These conveniences may result in better compliance, proper monitoring, holistic care, and more positive outcomes. But the availability of these conveniences will require investment by the medical establishment which will increase the cost of service to the patient. The medical establishment has to assess which want has become an overwhelming demand in its space of operation and has to add services or equipment accordingly.

In a medical establishment, investment is also related to the level and scope of medical establishments. A medical establishment or practice that positions itself as a referral center will have to invest in more sophisticated equipment and more trained specialists, as its purpose is to cater to rarer conditions than a more general level establishment.

In addition to healthcare needs, most dermatology practices also cater to desires. With the rise of cosmetic and procedural

dermatology, the field of dermatology has evolved over the years to extend its scope beyond treating skin diseases. Cosmetic dermatology helps in fulfilling the *desire* of people to look good. As distinguished to needs, *desires* are associated with passionate, emotional dimensions. Marketing pundits have used psychological research on how desires can be stimulated to find more effective ways to induce consumers into buying a given product or service. Desire for a product or service can be stimulated by advertising or awareness campaigns, which attempt to give buyers a *sense of lack or wanting*. For example, a line like: “grow your hair and confidence back!” would appeal to a bald person’s low self-esteem due to baldness and urge him to do something about it.

So, understanding the marketing principles of needs, wants, demands, and desires specific to the field of practice is paramount in its successful functioning.

## PROCESS

The process of understanding needs, desires, and demands starts at the conception of an establishment and should be constantly and indefinitely carried out since its functioning. Businesses and establishments that continuously fail to perform need/demand analysis are at the risk of becoming outdated and losing relevance.

In recent years, the descent of companies such as mobile phone giant Nokia and the photography behemoth Kodak are hidden from none. People’s needs and demands evolve over time as competition, society, and cultural practices evolve. Failure to keep up with them, is failure to survive.

Particularly, for a dermatology practice, the information of needs or demands, etc., of a certain population can be obtained by the following sources:

- **Epidemiological data of diseases:** Epidemiology of diseases or conditions defines the scope of practice in different geographical areas. One of the examples is melanoma. Since the incidence of melanoma in South Asian skin is very low, dermatology practices in India are very unlikely to develop mole mapping protocols or invest in mole mapping technologies. Likewise, within India, different zones have different disorders which are more prevalent. It is important for a dermatologist to have in-depth knowledge of the prevalent diseases and conditions in the zone he/she plans to practice.
- **Demographic data:** Population characteristics such as age, gender, education, marital status, occupation, income level, family structure, etc., influence health-seeking behavior of people. A predominant population of well-educated young adults living either alone or in nuclear families, employed in multinational IT companies with enough disposable income, are more likely to be influenced by global trends in cosmetic dermatology and surgery. Similarly, they are more likely to search online for treatment guidelines, recommended dermatologists, drug side effects, etc. We need to modify our practice, communication, and services offered accordingly. For example, a considerably young, cosmetically conscious population in a city like Bengaluru or Gurugram are more likely to be bothered about problems such as hair loss and facial melanosis. Hence, the demand, suitability, and hence; market for a procedure such as hair transplant or a technology such as Q-Switched Laser are likely to be more in these areas. Cultural influences play an important

role in determining people's needs and demands. In places like Punjab and Haryana, where facial hair in women is a big taboo, laser hair reduction is probably a more prudent first laser technology to invest in.

- *Established practices:* An analysis of services offered by already established dermatology practices in a certain area, will tell the current consumption pattern of the populace. It is important to evaluate this type of information meticulously. There might be a service which is offered by almost all well-established practices. This may mean that either there is an overwhelming and still unfulfilled demand (supply < demand) for that service or it has already reached a level of saturation (supply > demand). Generally speaking, pricing of services drops if saturation occurs. Dropping of prices may increase demand, as now the service is in reach of a wider population. Soon, a new level of saturation will occur, causing the cost of services to drop further if feasible. Different geographical areas are often on different levels of this demand and supply curve. An understanding of the prevalent services and pricing can help set standards for any ensuing endeavors. This analysis can also present some unexplored avenues and *unmet needs* that might exist in a particular area.
- *In-clinic queries:* Patients may enquire about some treatments or services either during consultation or at clinic reception. With time, there might be an increase in the number of queries about a particular treatment. It is important to keep track of the pulse of clientele's needs and demands to catch any new trends. Both the medical and the nonmedical staff (especially front-desk, telephone call responder), should be sensitized enough to record these queries for analyses.
- *Google search analytics:* Analysis of Google searches made in a particular geographical area can be studied for certain keywords featuring diseases, treatments, and procedures. This can give an insight into the search and interest patterns of a population. It is important to look out for the correct keywords in this exercise. For example, a patient in a Tier II city in India is more likely to search for words "pimple treatment" instead of "acne treatment."
- *Continuing Medical Exams (CMEs)/Workshops:* If there are increased and sustained conversations, discussions, or sessions on a certain type of procedure in conferences, it indicates a rising trend. For example, until 2015, most dermatologists in India were probably not even aware of "eyebrow microblading" meant. Now, many national or regional conferences have sessions or workshops on this procedure.
- *Social media feedback:* Many clinics, nowadays have social media presence in form of online profiles/pages where they upload educational videos, blogs and posts. Increased feedback or engagement on post related to a particular condition or treatment can indicate interest patterns. Nowadays, many practices also store databases of patient contact details. Practices could also conduct online surveys through emails in order to assess awareness levels regarding specific services.
- *Peer opinions/analyses:* Well-intentioned experienced practitioners are a wealth of wisdom about patterns and trends in needs and demands. It is always

beneficial to interact with them and gain their insights.

- *Evidence-based medicine/guidelines:* In this era of internet, even patients have access to medical literature published in major journals. There are websites, internet fora, and online support groups which educate patients about medical literature and management guidelines. If there is an overwhelming recommendation of a specific medical service for a particular disorder in published medical literature, especially association guidelines, aware patients sooner or later are going to enquire about that medical service. For example, patients of nonsegmental vitiligo involving a large body surface area, are very likely to enquire about whole-body narrow-band Ultraviolet B (NBUVB) Phototherapy Treatment.

## RESPONSE

Sometimes, the above-mentioned process can result in a clear-cut trend, pointing toward an overwhelming demand. For an establishment, it is important to respond appropriately on the basis of its understanding of the needs and demands of its clientele. As a strategy, medical establishments need to calibrate their responses as per the following:

- *Defining factors:* The scope and positioning of the medical establishment or the mission statement of the organization can affect its response to a rising demand. A clinical dermatology practice of a tertiary level which takes pride in its core competence is unlikely to respond to increasing queries for facial rejuvenation procedures whereas a focused esthetic dermatology practice may even consider commencing wellness or spa services and evolving into a medical spa-like establishment. An

establishment should know its strengths and disposition well.

- *Qualitative factors:* Before responding to an identified trend, its robustness should be properly analyzed. Often, there are some passing “fads of the season” that do not stand the test of time and scientific scrutiny. Practices should look for an established “Proof of Concept” (the medical service has been successfully introduced and is giving positive outcomes in a similar practice and similar population for a prolonged duration) and then work toward adopting the concept.
- *Outcome analysis:* The expected outcomes of introducing a service at a medical practice should be properly analyzed. Both types of outcomes—tangible and non-tangible—should be taken into consideration. Tangible outcomes may include financial profit, increased electricity consumption, increased maintenance or consumable costs, marketing costs, modification of clinic room plans, better patient retention, more new patient enrolment, etc. Non-tangible outcomes include improved positioning of the establishment, better disease management, better patient and physician satisfaction, more word-of-mouth publicity, etc. This type of analyses will also help in deciding the cost of the service (if any), charting a return on investment plan, and judging the short-term and long-term viability of the service. Outcome analyses will also help in monitoring the effect of introduction of the service in the practice.

## CONCLUSION

Understanding needs, wants, desires, and demands in practice is not an option but a

necessity. Before setting up a dermatology practice, thorough investigation of the prevalent needs and demands will help in laying out the plan, scope, and extent of the establishment. While running a practice, such pursuits will enable us to stay relevant and be more effective care-providers. We may do it informally by keeping ourselves receptive to “sources of information” or adopt a more systematic approach where the information is actively

gathered, documented, and periodically scrutinized. Keeping our clientele’s interests and requirements at priority can help us introduce scores of positive changes—be it improving patient experience by introducing efficient appointment management systems, imparting patient information materials, etc., or expanding the clinical services available by introducing new medical technologies—and eventually guide our evolution into a more valuable organization.

## 2.2

## How to Choose the Location for Your Clinic?

Rasya Dixit

One of the most important decisions that you make in your career as a private practitioner, is to choose the location of your clinic. This space is where you will spend the maximum time during waking hours, and it will also be a physical representation of you. Also, the location of the clinic will have big impact on the costs and therefore the revenues of the clinic. So, you will need to spend some time to go through some important factors before making your decision.

### HOW MUCH SPACE DO YOU NEED?

Before you even start looking for a space, make a list of your present requirements depending on your chosen specialty. For example, if you choose to invest in lasers, you need to have one or two additional rooms as treatment rooms or if you plan on doing hair transplants and dermatosurgical procedures, you may need an operation theater (OT) set up. If you are a fresher, you can consult your seniors to understand the requirements based on your specialty or area of interest.

You will also have to consider any rules and regulations pertaining to minimum space recommendations which may be specific to the state that you are planning the clinic in. For example, starting a pharmacy in the clinic means you need to set aside a minimum of 120 sq ft, below which the license will not be issued. Similarly, the Tamil Nadu Medical Council set a rule that a consultation room should be a minimum of 100 sq ft.<sup>1</sup>

Once you understand the space requirement, it is always advisable to add 20% extra to allow for expansion and growth over the next few years, in order to avoid moving to a new, bigger set up, every few years.

### WHERE SHOULD THE CLINIC BE LOCATED?<sup>2</sup>

The location of the clinic will depend on the patient demographics. Centrally located clinics may be more accessible to patients all over the city, but the cost of real estate rentals may be significantly higher. Looking for a neighborhood which has a good mix of

residential and commercial activities, may help in estimating footfalls throughout the day and week. Also, knowledge of demographics such as a patients' age and where they are distributed help junior doctors set up practices in new areas of development, which offer an opportunity to begin with no or minimal competition. It is also important to consider the age demographic of the patients in a particular area. For example, a pediatric clinic is better located in a residential area and a sports orthopedician may do better next to a training area for sport athletes.

Visibility of the clinic is another important factor to consider. A clinic located on the main road which is well visible and easily spotted by moving traffic, helps recall for patients and helps to increase walk-ins. Look for a well-built building with nice exteriors, as this forms part of the first impression for the patient. Nearby landmarks such as financial institutions or important city landmarks help to guide patients to the location easily.

The disadvantage of being on a main road can often be the lack of parking space. Look for a space which offers parking for a few two-wheelers and a couple of cars or at least make sure that safe and easy parking is available nearby. This makes a large impact on the positive experience of the patient as he/she accesses the clinic.

### DOES THE NEIGHBORHOOD HAVE RESTRICTIONS ON COMMERCIAL SPACE UTILIZATION?

Knowledge of the city sanction policies, including zoning restrictions as residential, commercial, and semi-commercial areas, is invaluable to the doctor looking for a new clinic space. In every city, there are many restrictions as well as rules to be followed that are laid down by the neighborhood welfare associations. It is prudent to look for

a complete commercial space and make sure that all the taxes and occupancy certificates are approved for commercial use before going ahead with the location.

Some doctors prefer the use of their homes for clinics. Though in most cities, this is permitted, it blurs the line between personal and professional space and time and the doctor may always have to be available to the patients. Also, completely commercial spaces offer a professional outlook to the practice and are the preferred choice of most physicians today.

However, make sure that the clinic is close to your residence so you do not have to waste precious time on the commute. An ideal situation is where you can walk to work so that you can enjoy both the work and the home environments.

### WHO ARE YOUR NEIGHBORS?

The immediate neighbors play an important role in forming part of the first impression of the clinic. A clinic is expected to be in a clean and hygienic place, and hence, make sure that the clinic surroundings are clean and noise free. See if there are offices or workspaces nearby, so that you can benefit from their employees being your patients.

Having hospitals and doctors of different specialties can be beneficial as cross-referrals are easily possible, increasing footfalls into the practice. Also, nearby hospitals become a good place to refer emergency patients or patients who need more intensive care and cannot be managed at the clinic.

Accessibility of the clinic makes it easy for patients to reach the clinic. Make sure that there are various means of transport to reach the clinic. Locations near bus stops, metro stations, or auto stands make for good landmarks. In a study of insured children and their dental visits, it was noted that closer proximity to the clinics contributed



to higher utilization of services.<sup>2,3</sup> However, the increased use of app-based transport solutions has made most locations easily accessible to most of the internet-savvy patients.

Competition analysis is required when starting a clinic is important to know the location of the doctors practicing similar specialties in the nearby vicinity. The increase in the number of doctors increases the options for the patients. Setting up a practice near that of established doctors means that you will have to put in a lot of efforts in carving a space and making a name for yourself.

### OTHER FACTORS TO CONSIDER

Having the ground floor space is probably the best for any practice. However, if the space is on the higher floors, there must be provision for a lift. Wheelchair access to a clinic is a very important consideration which not only helps differently abled patients to access services, but also proves very beneficial in case of an emergency to shift out a patient.

### HOW MUCH ARE YOU WILLING TO SPEND?

Rent comprises the major portion of your ongoing facilities expense, but consider

extras such as utilities—they are included in some leases but not in others. If they are not included, you need to factor them in. Make sure you find out what kind of security deposits will be required, so that you can develop an accurate move-in budget along with the budget that you will require for doing up the interiors of the clinic. As rent is the most important recurring cost, make sure that you have a final budget in mind before you set out to discover your dream location.

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## 2.3

## Architecture of a Basic Skin Clinic

*Dinesh Kumar D, Namitha Chathra*

A well-designed clinic is an amalgamation of form and function. While planning a clinic, it is vital to keep the operational aspect of the clinic in the foreground along

with maintaining adequate attention to the esthetics of the clinic. A clinic with a pleasant atmosphere can help in creating a positive first impression in a patient. Ambience of the

waiting room, cleanliness of the clinic, and temperament of the staff can tremendously influence patient satisfaction.<sup>1,2</sup> The layout of the clinic should be able to respond to the future demands of services and patient load while meeting the frequent constraint of restricted space and budget. For a dermatologist, the specifications of a clinic vary depending on the services offered. This chapter focusses on the requirements for a standard dermatology clinic.

### STANDARD DERMATOLOGY CLINIC

A basic dermatology clinic is adequate for a dermatologist who seeks to establish predominantly prescription-based practice of dermatology (skin, hair, and nail) with the inclusion of a few minor diagnostic and therapeutic procedures. The objective is to treat patients of skin, hair and nail disorders with medical line of management and to do minimal intervention procedures such as punch biopsy, comedone extraction, electro/radiocautery in an office or clinic setting without inpatient services or day care facilities.

### SERVICES PROVIDED IN A BASIC DERMATOLOGY CLINIC

- Consultation for skin, hair, and nail disorders and treatment of the same through medical line of management (prescription) and follow-up
- Facilities for diagnostic procedures such as punch biopsy, Wood's lamp examination, dermoscopy, and trichoscopy
- Provision to perform a few minor therapeutic procedures such as comedone extraction and electro/radiocautery
- Optional facilities such as pharmacy, blood collection for laboratory investigations.

### CLINIC SPACE

The clinic should be spread over an area of 200–500 sq ft and should comprise of a reception cum waiting area, a consultation room, and a procedure room. If there is adequate space, there could be an area earmarked for dispensing medicines.

#### Reception cum Waiting Area

The Clinical Establishments Act specifies that a clinic should have a reception cum waiting area. The front desk, which is the first zone of interaction between the patient and the clinic staff, should be uncluttered at all times. The seating arrangement for the receptionists should be compact yet comfortable. The chairs for the patients have to be arranged in a way that the space is utilized adequately without imparting a claustrophobic feeling to the patients. Neatly arranged latest magazines or newspapers in English and regional languages, playing light music in the background and a television playing neutral content are a few ways to ensure that the patient stays pleasantly occupied during the waiting period. The consultant's name and credentials should be displayed prominently in the reception area and also his/her consultation timings (**Fig. 2.3.1**).

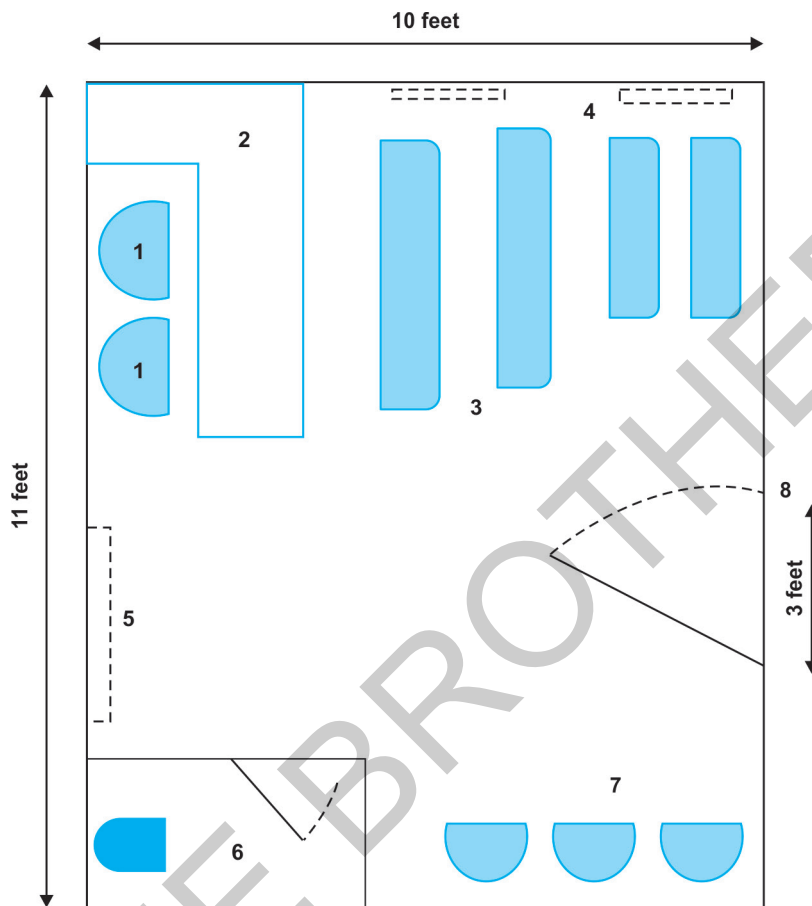
The patient should be able to easily locate the restroom without any prompting from the clinic staff. Since most people naturally attempt to exit the same way they entered, the entry and exit path should be the same.<sup>3</sup> This will reduce frequent and repetitive questions which may hinder clinic flow.

In the reception area, if possible, a provision has to be made to dispense medicines.

#### Consultation Room

The Clinical Establishments Act mandates that a consultation room should not





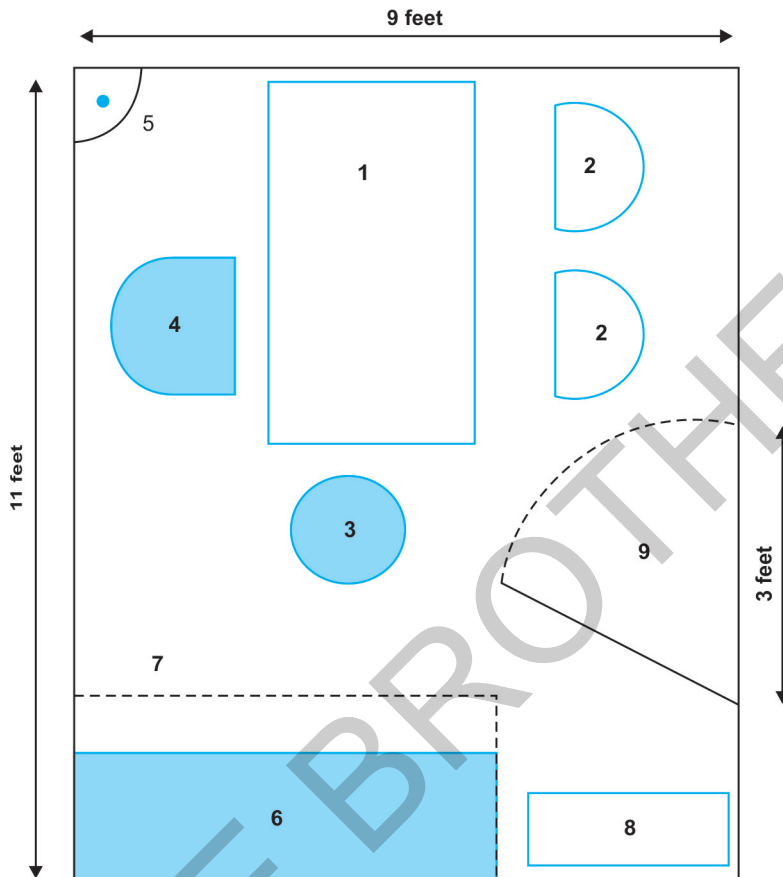
**Fig. 2.3.1:** Example of a reception area layout: (1) Compact yet comfortable chairs for the front desk staff. The wall behind serves as a display area; (2) Front desk with attached storage—5 feet (W)  $\times$  3 feet (D); (3) Patient seating area; (4) Wall-mounted magazine rack; (5) Entry to the consultation room; (6) Toilet—4 feet (D)  $\times$  3 feet (W); (7) Additional seating area; (8) Common entry and exit.

be <100 sq ft in size and should harbor sufficient light and ventilation.<sup>4</sup> The room should have a comfortable desk and chair for the doctor, a revolving stool for the patient, and chairs for the patient's attendants. There should be an examination bed, accompanied by floor-length curtains which can be drawn when in need of privacy. It is recommended to install a wash basin and a tap in the consultation room. An examination lamp is another necessary fixture in the consultation room. Readers can refer to the

sample layout plan (**Fig. 2.3.2**) and modify according to the configuration of the available space.

### Procedure Room

In a procedure room, a bed with an adjustable headrest is of great convenience. The emergency medicines should be stored in an accessible manner, preferably on a mobile trolley. The trolley can also be used to station equipment. The equipment and materials needed for simple procedures are



**Fig. 2.3.2:** Layout of a consultation room meeting the minimum space requirement criteria: (1) Table cum storage area—5 feet  $\times$  2.5 feet; (2) Chairs for patient and the attenders; (3) Revolving stool for the patient; (4) Revolving chair for the doctor; (5) Wash basin with a wall-mounted mirror; (6) Examination bed/adjustable chair—6 feet  $\times$  3 feet; (7) Drawable curtains; (8) Storage area; (9) Door with an automatic closer—3 feet wide to accommodate wheelchairs.

mentioned below and these can be stored safely in a sterile manner in a cupboard in the room. The storage area should be away from areas of high patient traffic and should have stringent safety measures to prevent access to unauthorized individuals.

If there is no provision for a separate procedure room, these can be incorporated within the consultation room.

Essential equipment for a standard dermatology clinic includes:

- **Diagnostic:** Magnifying lens, Wood's lamp, dermascope, stethoscope, blood

pressure apparatus, punch biopsy probes, handheld torch, thermometer

- **Therapeutic:** Electro/radiocautery, minor surgical equipment such as forceps, comedone extractors and scissors
- **Emergency drug kit:** Consisting of adrenaline, atropine, betamethasone/dexamethasone, hydrocortisone, deriphyllin, ranitidine, pheniramine maleate, IV set, syringes, artificial tears, eye drops
- **Miscellaneous:** Digital camera, dark-colored wall to serve a background for

photographs, examination bed, examination or spot light, trolley, consumables (such as slides, gloves, local anesthetic injections, topical anesthetic creams and antibiotic creams), autoclave, formalin chamber, weighing apparatus, mirror

- *Computer/laptop:* Preferably two, one in the reception and one in the consultant's room. Computers are essential in the modern clinic to manage the appointment schedules, store the electronic medical records, send mailers and lab reports to patients, maintain accounts, etc. If possible, the consultant can have a CCTV camera in the reception and monitor the activities of the reception in his computer.
- *Stationery:* Visiting cards, patient education or awareness material, receipt books, etc.
- *Housekeeping materials:* Toiletries, tissue papers, room fresheners, etc.

### MISCELLANEOUS TIPS

- An exclusive phone number for the clinic is a must.
- There should be an intercom connection between the consultation room and the reception area so that the doctor need not hunt for staff to give verbal orders. Alternatively, a light signaling system or electronic health record may be used to transmit the information.
- The secretary must be trained to instruct the patients on nearby parking options

and the availability of the restroom facilities in the building.

- The clinic must be accessible by a wheelchair and there should be enough space for its mobility.<sup>3</sup>
- The Medical Council of India (MCI) code of ethics regulations considers it improper for a physician to use an “unusually large” signboard and write on it anything other than his name, qualifications obtained from a university or a statutory body, titles and name of his specialty, and registration number including the name of the State Medical Council under which it is registered.

A well thought-out plan that reckons the available finances and the intended nature of practice is instrumental for successful and smooth functioning of the clinic. Remember that those who plan well do better than those who do not, even if they rarely stick to the plan.

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# Essentials of Practice Management in Dermatology & Plastic Surgery

Practice management has now become a vital area to ensure a successful medical practice in the 21st century. It involves complex and diverse areas such as communication, advertisement, knowledge of web and social media, electronic medical records, human resources, investments and loans, devices and machines, construction and interiors, local acts and laws such as clinic regulations and pollution control, taxes including GST, insurance, medicolegal law and Consumer Protection Act and more. Doctors have little knowledge of these and this book seeks to fill this void.

The book is divided in two parts: Dermatology and Plastic Surgery—though there is some overlap between the two. Different sections cover the diverse topics in an easy readable style, with emphasis on personal anecdotes and tips. While the book aims at dermatologists and plastic surgeons, the topics are relevant to all doctors. It is hoped that this novel venture will be found useful and appreciated.

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