BERNADETTE BEACH

Dear Practice Manager

Letters, Insights and a Dash of Humour

REAL TALK
REAL ADVICE
ZERO FLUFF

A LETTER FROM BERNADETTE

Before We Begin

Dear Practice Manager

I wrote this book for the days when you have answered everyone else's questions, solved the problems nobody saw coming, and finally sat down only to realise your own to-do list is still waiting.

Over the years, I've worked alongside Practice Managers who are capable, caring and incredibly resourceful. I've also seen how lonely the role can feel when everyone expects you to have the answer.

These letters are not a rule book. They are a conversation — sometimes practical, sometimes reassuring and occasionally a little cheeky. If you laugh at something you recognise, wonderful. If a page makes you feel less alone, even better.

You do important work. And you deserve support, perspective and the occasional uninterrupted cup of coffee.

Warmly
Bernadette

FIND YOUR WAY

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INTRODUCTION

Dear Practice Manager

If you're holding this book, chances are you're the backbone of a medical practice — the one who makes sure the doctors turn up, the patients get seen, the bills get paid, and somehow, everyone keeps their sanity through the chaos.

And that's just before morning tea.

Because managing a medical practice isn't really about checklists and spreadsheets, is it?

It's about navigating personalities that can make or break your day, juggling priorities that pull you in every direction, and wearing so many hats you've lost track of which one you put on first. Some days you feel like a miracle worker. Other days, hiding in the supply closet with a chocolate bar feels like a perfectly reasonable plan.

This book isn't a dry manual full of jargon or a "how-to" guide written by someone who's never actually worked in an office like yours. It's a collection of letters written to you — by someone who's been there, seen the good, the bad, and the downright exhausting.

These letters talk honestly about the stuff no one really warns you about. The people. The pressure. The decisions you make quietly, every day, that keep everything moving.

Think of this as your unofficial mentor, a voice in your corner, and occasionally the reassurance you didn't realise you needed.

So pull up a chair, grab that chocolate bar (you've earned it), and let's get real about what it actually takes to be a great Practice Manager. Because you're not just managing a practice — you're holding together a community of people who rely on you more than they probably ever say out loud.

And yes — you've got this.

Your Fellow Practice Manager

PART ONE

People



Managing people would be so much easier if everyone came with an instruction manual.

DEAR PRACTICE MANAGER

The Staff Member Who's Always "Off on Mondays"

Let's be honest — every practice has that staff member.

The one who somehow never works Mondays. They're sick on Mondays. They've got appointments on Mondays. They've "already flagged it" on Mondays.

By Tuesday, they're fine. Completely functional. Often cheerful. It's impressive, really.

Here's why this matters more than it seems.

It's rarely about the Monday itself. It's about patterns, fairness, and the quiet resentment that builds while everyone else picks up the slack.

Because while you're trying to be understanding, the rest of the team is noticing everything. Staff always do. They might not say anything at first — but they're keeping a mental tally.

And sooner or later, someone will ask: "So… are Mondays optional now?"

That's when it becomes your problem.

Here's the real deal:

- Trust patterns, not excuses
  One Monday off is life. Five is a pattern. You don't need to jump to conclusions — but you do need to pay attention.
- Document what you're seeing
  Dates. Reasons. Frequency. Facts only. This isn't about vibes — it's about clarity.
- Have the conversation early
  Not confrontational. Not awkward. Just factual.
  "I've noticed you're frequently unavailable on Mondays. Is there something going on we should talk about?"
- Be consistent
  Flexibility is fine. Selective flexibility is how morale quietly dies.

Sometimes there's a legitimate reason — great. You can plan around that. Sometimes there isn't — and behaviour often improves the moment it's calmly addressed. Remember: avoiding the conversation doesn't make you kind. It just makes the issue last longer.

You're not being harsh. You're not being unreasonable. You're being fair. And fairness is one of the most underrated leadership skills there is.

—Your Fellow Practice Manager (Who Has Seen This Exact Pattern Before)

ONLY IN A MEDICAL PRACTICE...

The Roster That Nearly Required a United Nations Intervention

It all began with one innocent request to swap a Tuesday shift.

One little change. How difficult could it be?

By morning tea, three other staff members had requested changes to their hours. One couldn't work Tuesdays anymore, another was happy to work Tuesdays but only until lunchtime, and someone else was now unavailable on Thursdays because they'd agreed to cover Tuesdays.

Then came the question that nearly tipped the Practice Manager over the edge.

"Does this mean I can have every second Friday off?"

At this point, the roster was starting to resemble a complicated game of musical chairs. Except nobody wanted to give up their chair, and somehow the Practice Manager was expected to find three more.

I have never wanted a United Nations peacekeeping force more in my life.

✦ A Moment to Think About

> *Is there a pattern you've noticed that deserves a fair conversation rather than another workaround?*

DEAR PRACTICE MANAGER

Your Staff Hates Morning Meetings (And You Might Too)

Okay let's call it — nobody comes to work excited for a morning meeting.

Not the receptionist. Not the nurse. Not you.

Especially when it's scheduled right when the phones start ringing, the waiting room fills up, and everyone is quietly wondering why they're standing around instead of doing the work that's about to explode.

If you've ever looked around the room and seen:

- blank stares
- people clutching coffee like it's life support
- someone checking the time every 30 seconds

you're not imagining it.

Morning meetings have a reputation — and not a good one.

Here's the problem: most morning meetings try to do too much, too early, with too little caffeine.

They turn into:

- long-winded updates
- side conversations
- a list of everything that's about to go wrong

And somehow, everyone leaves more tired than when they arrived.

But here's the real deal — meetings aren't the issue. Bad meetings are.

When they're done right, morning meetings actually make the day easier.

Here's how to stop yours from becoming a daily endurance test:

- Keep it short — shorter than your coffee break
  Ten to fifteen minutes. That's it. If it needs longer, it needs a different time.
- Stick to today
  Staffing gaps. Schedule issues. One or two reminders.
  Not last week's drama. Not next month's strategic vision.
- Don't let it become a vent session
  There's a fine line between "raising an issue" and "emotionally unloading before 9am." Save the deep dives for later.

- Start on time and end on time
  Nothing kills goodwill faster than a meeting that ignores its own finish time.
- Open with one win
  Even something small like:
  "Yesterday was busy, but we handled it well."

Morning meetings aren't about control — they're about clarity. When people walk away knowing what to expect, the day runs smoother.

And if your team still groans a little when you call them together? That's okay.

At least now, it'll be brief.

—Your Fellow Practice Manager (Also Running on Coffee)

ONLY IN A MEDICAL PRACTICE...

The Great Staff Meeting Mystery

We held a meeting to explain the new procedure. There was an agenda, a demonstration and a beautifully labelled handout. Everyone nodded. One person even said, 'That makes so much sense.' I briefly considered framing the moment.

By Monday, Sarah was using the new procedure, Michelle had merged it with the old one, and someone at reception had invented a third method involving a sticky note and what appeared to be blind optimism.

When I asked where that version had come from, I was told, 'That's how we've always done it.' I'd been there eight years. Apparently, I'd missed an entire civilisation.

The proposed solution? Another meeting to explain the procedure we'd explained at the last meeting. I put it on the agenda, right underneath 'Why are we having so many meetings?'

✦ A Moment to Think About

> *Could one small change make your team meetings more useful — and less painful?*

DEAR PRACTICE MANAGER

Difficult Conversations (The Ones You Keep Putting Off)

If you've ever spent an entire day thinking, "I really need to talk to them,"

and then somehow reached the end of the day without having that conversation, this one's for you.

You rehearsed it in your head. You planned your opening line. You even picked the right moment.

And then something came up. Or it didn't feel like the right time. Or you decided you'd be "more prepared tomorrow."

At this point, avoiding a difficult conversation can feel a bit like knowing you need to pull off a Band-Aid — but choosing to gently peel it millimetre by millimetre instead.

Spoiler: it hurts more, and it takes longer.

Here's the real deal:

- The conversation doesn't get easier with time
  It just gets heavier — because now you're carrying it and everything that's happened since.
- Avoidance feels kind in the moment, but it's rarely kind in the long run
  Unclear expectations create more stress than honest feedback ever will.
- You don't need the perfect words to start
  You just need to start. Clarity beats comfort every time.
- Most people already know something's wrong
  They're just waiting for you to say it out loud.

Having difficult conversations isn't about being harsh or confrontational.

It's about being clear, respectful, and fair — to them and to yourself.

And yes, they can feel uncomfortable.

But unresolved issues don't quietly disappear — they show up as resentment, performance issues, or bigger problems later.

If you're feeling drained by a situation, chances are it's because a conversation is overdue.

Have it sooner.

Say it simply.

And then let the weight lift.

Because every difficult conversation you avoid today becomes a much harder one tomorrow.

—Your Fellow Practice Manager (Who Has Learned This the Hard Way)

✦ A Moment to Think About

> *What conversation have you been putting off, and what might change if you approached it with curiosity rather than dread?*

DEAR PRACTICE MANAGER

The Conversation You Can't Keep Avoiding

You know that staff member.

The one whose name has been sitting on your to-do list under *"Need to have a chat."*

It's been there for three weeks.

You've moved it from Monday to Wednesday, Wednesday to Friday, and Friday to *"Next week, definitely."*

At this point, the conversation has been rescheduled more times than a specialist's clinic.

And every time you think, *Right, today's the day*, something happens.

The phones go down. Someone calls in sick. A doctor needs something urgently.

And suddenly, having that difficult conversation doesn't seem quite so urgent anymore.

Except, of course, it is.

Because while you're busy avoiding the conversation, the rest of the team has noticed.

They're picking up the extra work. They're getting frustrated. And they're starting to wonder whether the rules apply to everyone or just those unfortunate enough to follow them.

Meanwhile, you're hoping the problem might somehow resolve itself.

Perhaps they'll wake up tomorrow with a sudden passion for following procedures, arriving on time and completing their work.

Perhaps the printer will start working properly too.

We can all dream.

But here's the thing.

Having a difficult conversation doesn't make you a difficult manager.

It makes you a manager who's doing their job.

And no, that doesn't mean marching into the staffroom, announcing that you've had enough and pointing dramatically towards the exit.

Although I'm sure we've all imagined the dramatic exit scene at least once.

It means sitting down, having an honest conversation and giving the person an opportunity to understand what's concerning you.

Start with what you've actually observed, not what you've been muttering to yourself on the drive home.

Explain the impact. Ask for their perspective. Listen.

There might be something going on that you don't know about.

Be clear about what needs to change, what support or training may help, and when you'll review progress. Keep appropriate notes and follow through.

And if things don't improve, there may be further steps to consider, including a formal process. That's where your policies, applicable employment requirements and appropriate HR advice matter.

Because there's a very big difference between addressing someone's performance and deciding their employment should end.

Fairness matters. So does consistency. And so does giving someone a genuine opportunity to improve.

A little confession?

Sometimes we spend more time worrying about having a difficult conversation than the conversation actually takes.

Three weeks of rehearsing it in the shower, discussing it with the practice owner and mentally preparing seventeen different responses.

Then you finally sit down with the person.

And they say, *"Oh, I didn't realise that was an issue."*

Well.

That's three weeks of your life you're not getting back.

Of course, not every conversation goes smoothly. Some are genuinely difficult, and some require ongoing support and formal follow-up.

But avoiding them rarely makes things easier.

So, if there's a name that's been travelling around your to-do list for the past month, perhaps it's time to stop moving it.

You don't have to be harsh.

You don't have to have every answer.

You just need to be fair, prepared and willing to have the conversation.

And preferably before that to-do list starts applying for long service leave.

— Your Fellow Practice Manager (Who Has Also Perfected the Art of Moving Things to Next Week)

✦ A Moment to Think About

> *Is there an ongoing issue in your team that needs clearer expectations, support and follow-through?*

DEAR PRACTICE MANAGER

You're Not the Office Therapist

Somehow, without a meeting, a memo, or even your consent, you became the emotional support person for the entire practice.

Staff cry in your office. Doctors vent between patients. Patients overshare because you "seem like you'd understand."

And there you are — nodding, offering tissues, watching the clock, and wondering how your job quietly expanded to include free counselling services.

If you've ever thought, "I should really start charging for this," you're not wrong.

Here's the problem: being approachable is one of your strengths and as a Practice Manager your role does involve listening to people. But being everyone's emotional dumping ground is how Practice Managers burn out while still appearing calm and competent.

Because while you're holding space for everyone else's feelings, the work doesn't stop.

The inbox keeps filling. The phone keeps ringing. And the same people will be back tomorrow with more feelings.

Here's the real deal:

- Listening is human. Absorbing is optional
  A few minutes of empathy is reasonable. Becoming responsible for someone's entire emotional wellbeing is not.
- Not every problem is yours to solve
  Some things need professional support — and it's okay to say that out loud.
- Redirecting is not rejecting
  "Have you thought about speaking to someone about that?" is a kind, responsible response — not a cold one.
- Boundaries protect everyone
  When you protect your energy, you lead better. When you don't, everyone eventually feels it.

And let's be honest — if you carry everyone else's stress, there's nothing left for you.

And when you're exhausted, the practice runs rough.

You're allowed to care without carrying it all.

You're the Practice Manager — not the emotional support animal.

—Your Fellow Practice Manager (Still Empathetic, Just Less Exhausted)

✦ A Moment to Think About

> *Where could you listen with care while setting a healthier boundary?*

DEAR PRACTICE MANAGER

When Staff Drama Is Draining the Life Out of You

Some days, managing staff feels less like running a medical practice and more like being dropped into a reality TV show you didn't sign up for.

There are alliances. There's tension. There's at least one person who insists, "I'm not involved in any drama," while being at the centre of all of it.

If you've ever thought, "Is this happening at work… or am I accidentally producing a series?" — you're not alone.

Staff drama doesn't usually show up loudly. It simmers inside conversations, eyerolls, and sudden awkward silences when certain people are rostered together.

You can feel it the moment you walk into the room.

And somehow, it always lands with you.

One person feels wronged. Another feels misunderstood. Everyone wants you to "just be aware," but no one wants to actually talk to the person involved.

Suddenly, you're piecing together half-stories like you're solving a mystery — except the prize is more meetings.

Here's the real deal:

- Drama thrives in vagueness
  When issues stay indirect, they grow. Clear expectations shrink them.
- You manage behaviour, not storylines
  Feelings are personal. Behaviour at work is not.
- Avoidance keeps the show running
  If people won't speak directly, nothing changes — it just gets more exhausting.
- Not every issue needs a group discussion
  Some conversations are best handled privately, calmly, and quickly.

And here's the part that saves your sanity:

Your role isn't to manage everyone's emotions — it's to create an environment that's respectful, functional, and safe.

When expectations are clear and behaviour is addressed early, drama loses its audience.

And without an audience, the show gets cancelled.

—Your Fellow Practice Manager (Executive Producer, Unwillingly)

✦ A Moment to Think About

> *What is one team tension you could address before it grows?*

DEAR PRACTICE MANAGER

Managing the Difficult Physician (Including the Aggressive and Time-Starved Ones)

Let's be honest — managing difficult doctors can feel like trying to herd cats.

Except the cats have medical degrees. And very full schedules. And absolutely no time for this conversation.

You've got the aggressive one who wants everything done yesterday and makes sure everyone knows when they're unhappy.

Then there's the time-starved one — constantly running late, always rushing, and somehow surprised by every administrative requirement.

If you've ever taken a deep breath before walking into a conversation with a doctor, you're not alone.

Here's the thing: you can't change them.

You can't make them less demanding. And you definitely can't magically create more hours in their day. What you can do is learn how to work with them — without sacrificing your sanity or the practice.

Here's the real deal:

- Your calm is your advantage
  When a doctor snaps or pushes back, staying calm isn't passive — it's strategic. Responding with facts instead of emotion keeps the conversation productive.
- Clarity beats urgency
  Time-starved doctors want speed, but vague answers create chaos. "I'll have that ready by 3pm" works far better than "I'll get to it."
- Speak their language
  Frame requests around outcomes they care about — efficiency, billing, compliance, patient flow.
  "Finishing these notes helps billing run smoothly" lands better than "You need to do your paperwork."
- Use data, not debate
  Reports, numbers, and trends carry more weight than opinions — especially with assertive personalities.
- Pick your battles
  Not every irritation needs escalation. Save your energy for issues that affect patient care, staff wellbeing, or legal compliance.

And when a doctor does follow process, respond promptly, or meet you halfway — acknowledge it. Small wins matter, even with the toughest personalities.

Remember: you're not managing a personality — you're managing a practice.

And your job is to keep that machine running smoothly, even when some of the parts are… challenging.

You've got this.

—Your Fellow Practice Manager (Who Has Had This Conversation Many Times)

✦ A Moment to Think About

> *What would a calm, clear conversation with a difficult doctor sound like?*

DEAR PRACTICE MANAGER

When You're the Go-Between for Everyone

If there's one role you didn't apply for but somehow ended up doing daily, it's this one: messenger, translator, and unofficial peacekeeper.

Staff want you to talk to doctors. Doctors want you to talk to staff. Everyone wants you to "just pass something on."

And somehow, you're expected to deliver the message perfectly — without upsetting anyone, creating tension, or accidentally starting a small workplace fire.

If you've ever thought, "Why am I the middle of this?" — you're not wrong.

Here's how it usually goes.

Someone comes to you with a concern. You listen. They feel better. Nothing actually changes. Then the same issue comes back. Slightly louder this time.

Before you know it, you're carrying conversations that don't belong to you — and the people involved aren't actually talking to each other at all.

Here's the real deal:

- Being the go-between feels helpful — until it isn't
  When you relay messages instead of redirecting conversations, problems tend to linger.
- Clarity works better than cushioning
  Softening every message might feel kind, but it often blurs the point.
- Direct conversations solve more than indirect ones
  Most issues don't need a mediator — they need two adults, a clear expectation, and five minutes of honesty.
- Your role is to support communication, not replace it
  Sometimes that means saying, "I'm happy to help — but this needs to be discussed directly."

And yes, that can feel uncomfortable at first.

But here's what happens when you stop being the middle layer:

Conversations get shorter. Issues resolve faster. And your mental load gets lighter.

You're not being unhelpful. You're being effective.

Because when everyone talks through you, nothing actually moves forward.

—Your Fellow Practice Manager (Professional Go-Between, Retired)

✦ A Moment to Think About

> *Where are you carrying messages that others could communicate directly?*

PART TWO

Operations



The phones are ringing, the printer has jammed, and apparently you're the only person who knows where the spare toner lives.

DEAR PRACTICE MANAGER

When the Front Desk Is the Bottleneck

If the front desk sneezes, the entire practice catches a cold.

Phones ring. Patients line up. Doctors get cranky.

And somehow, all roads lead to reception.

If you've ever stood nearby and watched the front desk in action, it's a bit like witnessing an extreme sport.

Answering phones. Checking in patients. Booking appointments. Handling payments. Dealing with complaints. Smiling through all of it. Often at the same time.

If you've ever thought, "There is absolutely no way one person can do all of this properly," you're not wrong.

The front desk isn't just a desk — it's the control centre of the practice. And when it's overloaded, everything slows down behind it.

Appointments run late. Patients get frustrated. Staff feel pressured. And reception cops the brunt of it.

Here's the real deal:

- If everything funnels through one point, delays are inevitable
  No amount of multitasking can fix a workload problem.
- Busy front desks hide broken processes
  If reception is constantly firefighting, something upstream isn't working.
- Interruptions kill efficiency
  Every phone call, question, or complaint resets focus — and that adds up fast.
- Front desk stress spreads quickly.
  When reception is under pressure, the mood shifts across the entire practice.

This isn't about working harder — it's about working differently.

Sometimes that means:

- redistributing tasks
- protecting reception from constant interruptions
- tightening booking rules
- or simply acknowledging that one person can't be everywhere at once

When the front desk is supported, everything flows better.

Patients feel it. Doctors feel it. And reception staff stop feeling like they're drowning by 9am.

The front desk sets the tone for the day.

If it's struggling, the practice will too.

—Your Fellow Practice Manager (Who Has Watched This Domino Effect Many Times)

✦ A Moment to Think About

> *What is one small change that could ease pressure at the front desk?*

DEAR PRACTICE MANAGER

Your Systems Aren't Broken — They're Just Being Stretched

If someone asked you to explain how your practice actually runs, you'd probably need a whiteboard.

And a pen. And some time. And maybe a deep breath.

Because the real explanation isn't simple.

It's more like: "Well… this is how it should work. But on busy days we do this. Unless the system's slow. Or that form hasn't been updated. Or Sarah's not here — she usually knows."

If your systems rely heavily on phrases like

"normally," "most of the time,"

or "this is how we make it work,"

you're not alone.

What started as a simple process has slowly evolved into:

- a shortcut
- on top of another shortcut
- held together by habit, memory, and one very capable staff member

If you've ever thought, "If this person ever leaves, we're in trouble," congratulations — you've just identified a system that's being held together by experience instead of design.

Here's the thing — systems don't usually break suddenly. They stretch. Quietly. Gradually. Until one day, they don't bounce back.

More patients. More paperwork. More compliance. More expectations. Same hours. Same staff. Same day.

So what used to work… mostly works. Until it doesn't.

And then it lands squarely with you.

Here's the real deal:

- Those "this is how we do it for now" fixes are warning signs
  If something was meant to be temporary but has become permanent, the system no longer fits the way the practice operates.

- If processes live in people's heads, they're fragile
  When knowledge isn't written down, it walks out the door with sick leave, holidays, or resignations.
- Busy days expose weak systems fast
  If things unravel under pressure, it's not a staff problem — it's a system under strain.
- Simple and clear beats perfect every time
  A process people understand and actually follow is far more effective than a perfect one no one remembers.

You don't need to fix everything at once. You just need to start with the process that causes the most frustration — for staff and for you.

Because good systems don't remove stress altogether. They remove unnecessary stress.

And unnecessary stress is already taking up far too much space in your day.

—Your Fellow Practice Manager (Who Has Inherited More Than One "System" Like This)

ONLY IN A MEDICAL PRACTICE...

The Case of the Missing Something

At 9:12 am, the practice descended into a search operation. A vital folder had vanished. Desks were checked. Cupboards were opened. Someone looked in the fridge, which raised more questions than it answered.

By 9:25, three people had theories, one person was convinced it had been thrown away, and a doctor was asking whether we needed to order another one. I was halfway through composing a stern email about returning things to their proper place when the folder appeared.

It was in the labelled folder tray. Under the label that said FOLDERS.

There was a long silence. Then someone said, 'Well, it wasn't there when I looked.' Naturally. The folder had obviously gone for a walk and returned when it heard management was involved.

✦ A Moment to Think About

> *Which process needs support before it becomes a bigger problem?*

DEAR PRACTICE MANAGER

Your Schedule Is Leaking Money

If you've ever opened the appointment book in the morning feeling reasonably confident, only to watch the entire day unravel by 9:17am, this one's for you!

The first appointment runs late. The second arrives early. Someone doesn't show. Someone else needs "just five more minutes."

And suddenly, the schedule looks less like a carefully planned day… and more like a house of cards in a light breeze.

By lunchtime, you're behind. By mid-afternoon, everyone's rushed. And by the end of the day, you're wondering how a full schedule still managed to feel inefficient.

If that sounds familiar, you're not alone.

On paper, your schedule probably looks fine. Appointments are booked. The day is full. Everyone is busy.

And yet, somehow, the numbers don't quite add up.

The schedule is one of the quietest places money slips away — not dramatically, just consistently.

Late starts. Gaps that shouldn't exist. Appointments running over and pushing everything else out. Doctors finishing late while the waiting room empties early.

None of it feels huge on its own. Together, it adds up fast.

Here's the real deal:

- A full book doesn't mean a productive book
  Busy days can still be inefficient days.
- Small gaps create big losses
  Five minutes here and there doesn't look like much — until you add it up across weeks and months.
- Overbooked days often underperform
  When everything runs late, patients drop off, staff rush, and no one wins.
- Your schedule reflects your rules.
  If appointments constantly overrun or start late, the system is allowing it.

This isn't about squeezing more patients in. It's about making the time you already have work properly.

Clear appointment types. Realistic time allocations. Rules that protect the flow of the day.

When the schedule works, everything else gets easier.

Staff feel less rushed. Doctors stay on time. Patients notice the difference.

And suddenly, the numbers make a lot more sense.

—Your Fellow Practice Manager (Who Has Spent a Lot of Time Staring at Schedules)

✦ A Moment to Think About

> *What does your appointment book tell you about missed opportunities?*

DEAR PRACTICE MANAGER

Insurance, Medicare & Claims — Without Losing Your Mind

If you've ever checked a Medicare claim expecting it to be paid, only to see it rejected for a reason that makes absolutely no sense, you're not alone.

Everything matches. The item number is right. The service was provided. Rejected anyway.

You look at it again, convinced you must be missing something. You're not.

At this point, claiming Medicare feels less like a process… and more like discovering there's an invisible rule everyone else seems to know about — except you.

You fix one thing. Another claim bounces back. And suddenly, you're questioning how something so routine can feel so unnecessarily hard.

If that sounds familiar, you're definitely not alone.

Medicare and private health insurers have a way of making straightforward claiming feel far more complicated than it needs to be.

One small mismatch. One detail interpreted differently. One requirement that changed quietly while no one was watching.

And suddenly, you're chasing money that should already be sitting in the practice account.

Here's the real deal:

- Claims rarely fail loudly — they fail quietly
  A rejected claim here and there doesn't cause panic straight away, but over time it adds up to real money being delayed or missed.
- Item numbers matter more than anyone wants them to
  If the service provided doesn't line up perfectly with the item claimed, Medicare will notice — even when everything else looks fine.
- Private health insurers all have their own quirks
  What's accepted by one fund might be queried by another, and keeping track of those differences can feel exhausting.
- Follow-ups are not optional
  If claims aren't actively monitored, unpaid money slowly turns into forgotten money — without anyone meaning for it to.

This isn't about fighting the system — it's about managing it.

Clear claiming processes. Consistent checks. One person responsible for follow-ups.

And yes — good clinical notes matter. Not just for compliance, but because they protect the practice when questions come back weeks later.

You can't control how Medicare or private health insurers operate.

But you can control how organised, consistent, and persistent your practice is.

And that's what keeps the money flowing.

—Your Fellow Practice Manager (Who Has Checked the Same Claim More Than Once)

✦ A Moment to Think About

> *Which billing or claims process would benefit from a simple check?*

DEAR PRACTICE MANAGER

Compliance Feels Like Whack-a-Mole

If you've ever checked something off your compliance list feeling briefly proud, only to discover two more things have popped up overnight, this one's for you.

You fix one policy. A new requirement appears. You update a process. Another checklist quietly joins the party.

At this point, compliance feels less like a task… and more like playing Whack-a-Mole with rules, audits, and "just one more thing" emails.

You barely have time to celebrate before something else needs attention.

If that sounds familiar, you're not doing it wrong — you're just working in healthcare. Compliance doesn't arrive all at once. It creeps in through updates, reminders, audits, and "best practice" changes that never seem to slow down.

Privacy. Accreditation. Workplace safety. Infection control. Clinical governance. All important. All necessary. All somehow landing on your desk.

Here's the real deal:

- Compliance is ongoing — not a one-off project
  It's not something you "finish" and move on from.
- Trying to do everything at once guarantees overwhelm
  Prioritising what matters most right now keeps things manageable.
- Good systems beat heroic efforts.
- Clear processes and regular checks are more effective than last-minute scrambles.
- Documentation protects you
  If it's not written down, it might as well not exist when questions come up later.

You don't need to chase perfection.

You just need consistency.

Small, regular updates. Clear responsibility. A system that's reviewed, not reinvented.

Because compliance isn't about catching you out — it's about protecting patients, staff, and the practice.

And while it might feel relentless at times, you're doing more than you realise.

—Your Fellow Practice Manager (Who Has Played This Game Before)

✦ A Moment to Think About

> *What compliance task could you make part of a regular rhythm?*

DEAR PRACTICE MANAGER

Documentation Isn't Optional — But It Can Be Manageable

If documentation magically completed itself, Practice Managers would have a lot more free time.

Instead, it sits quietly in the background — not urgent, not screaming — just waiting for the exact moment you're already overwhelmed to become very important.

You know the moment. Someone asks for a policy. Or a procedure. Or "the latest version" of something you were sure you updated.

And suddenly, documentation feels less like paperwork… and more like that cupboard you avoid opening because you're not entirely sure what's going to fall out.

Instead, it sits there.

Waiting. Growing. Policies to update. Procedures to review. Notes to check. Records that are "mostly done" but not quite.

If you've ever thought, "I'll get to that later," only to realise later has been quietly rescheduled for next month, you're not alone.

Documentation has a special way of multiplying when no one's looking.

At first, it's manageable. Then it's backlogged. Then it's suddenly urgent — usually because someone external wants to see it.

Here's the real deal:

- Documentation isn't busywork — it's protection
  It's what backs you up when questions come later.
- Doing it perfectly isn't the goal — doing it consistently is
  Half-finished or outdated documents help no one.
- Little and often beats big catch-ups
  Short, regular updates are far less painful than marathon sessions.
- If it lives only in someone's head, it's a risk.
  Clear, accessible documentation keeps the practice steady when staff change or pressure increases.

This doesn't mean drowning in paperwork.

It means:

- keeping things current
- keeping them clear
- and keeping them realistic

When documentation is manageable, everything else feels lighter.

Compliance is easier. Training is smoother. And you're not scrambling when someone asks, "Can I see that?"

You're not aiming for perfect. You're aiming for prepared.

—Your Fellow Practice Manager (Who Knows "I'll Update That Later" Very Well)

✦ A Moment to Think About

> *What important information should be written down rather than remembered?*

DEAR PRACTICE MANAGER

You Can't Fix Everything

If fixing problems was a straight line, your job would be much easier.

Instead, it's more like fixing one thing… only to turn around and see three more waiting patiently.

You solve an issue. Another pops up. And somehow, the original one reappears in a slightly different form.

At this point, the job can feel less like management… and more like trying to empty the ocean with a teaspoon.

If that sounds familiar, you're not failing — you're just doing a job where the work never fully disappears.

Some days, you will:

- fix things properly
- improve systems
- resolve issues
- see real progress

Other days, you'll spend your time putting out fires, answering questions, and managing things that should not be happening again.

Here's the real deal:

- You were never meant to fix everything
  A practice is a living thing — it changes, grows, and creates new problems as old ones are solved.
- Progress isn't always visible
  Just because something isn't perfect doesn't mean it isn't better than it was.
- Your job is prioritisation, not perfection
  Choosing what doesn't get fixed today is just as important as choosing what does.
- Some things take time — and that's okay
  Not every issue needs an immediate solution to be handled well.

You're allowed to leave some things unfinished.

You're allowed to say "not today."

You're allowed to do enough.

Because keeping a practice running isn't about having no problems — it's about managing the right ones, at the right time, with the energy you have.

And you're doing that far more often than you give yourself credit for.

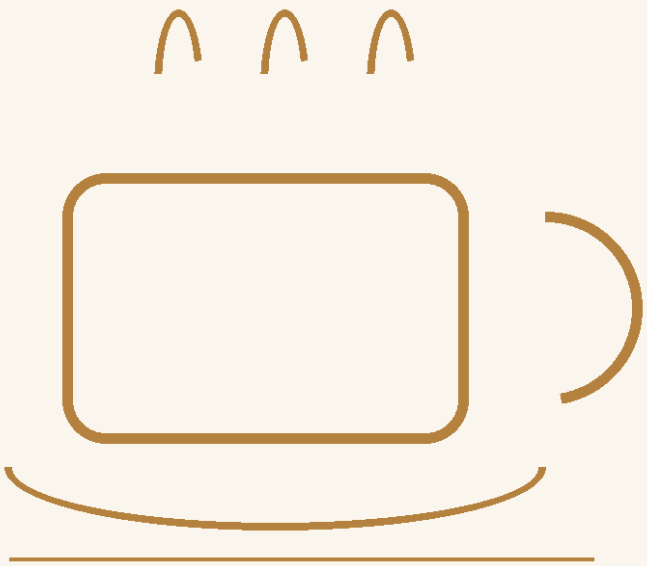
—Your Fellow Practice Manager (Who Has Learned This One Slowly)

✦ A Moment to Think About

> *What can you influence today — and what can you reasonably let go?*

PART THREE

Leadership & Longevity



Leading a team, making decisions and keeping everyone on track. Some days you make it look easy. Other days, well… there's always coffee.

DEAR PRACTICE MANAGER

You're Not "Just" the Practice Manager

If someone spent five minutes watching you work and then heard you say, "I'm just the Practice Manager," they'd be very confused.

Because in those five minutes, you probably:

- answered a question no one else could
- solved a problem before it became a bigger one
- mediated something quietly
- and stopped at least one small disaster from happening

All without standing up.

And yet — just the Practice Manager.

At this point, calling yourself "just" the Practice Manager feels a bit like calling an air traffic controller "someone who watches planes."

Technically true. Wildly inaccurate.

That's because if you didn't turn up for a day, the practice would feel it immediately.

Phones would still ring. Patients would still arrive.

But the glue? The coordination? The steady decision-making? That's you.

Most Practice Managers don't lead loudly.

You lead through systems, structure, and calm problem-solving — often without anyone noticing until something goes wrong.

You translate between doctors and staff. You anticipate issues before they land. You keep things moving when the day threatens to derail.

And you do it without much applause.

Here's the real deal:

- Leadership doesn't always look like authority
  Often, it looks like clarity, consistency, and follow-through.
- Influence matters more than titles
  People look to you — even when they don't say it out loud.

- You set the tone more than you realise
  Your calm (or stress) travels quickly through the practice.
- Good leadership is often invisible when it's working well
  That doesn't make it any less valuable.

You don't need to lead perfectly.

You just need to lead intentionally.

Because practices don't run on policies alone — they run on people trusting that someone steady is paying attention.

And that someone is often you.

—Your Fellow Practice Manager (Who Stopped Saying "Just" a Long Time Ago)

✦ A Moment to Think About

> *When did you last acknowledge the difference your leadership makes?*

DEAR PRACTICE MANAGER

How to Stay in This Role Without Burning Out

If you've ever said, "I'm fine — just tired," and then paused because you honestly couldn't remember the last time you weren't,

This one's for you. Not end-of-week tired. Not "I need a holiday" tired. The kind of tired that shows up on a Tuesday morning for no clear reason.

You're still functioning. Still solving problems. Still holding everything together.

But at this point, burnout doesn't feel like a dramatic breakdown — it feels more like running your phone on low battery all day and just hoping it doesn't die before you get home.

That's the danger zone.

Burnout in Practice Management rarely arrives with fireworks. It creeps in quietly while you're being capable.

Here's the real deal:

- Burnout is usually a slow drain, not a sudden crash
  By the time it feels obvious, it's often been building for a while.
- Being good at your job can make it worse
  The more reliable you are, the more gets handed to you — often without anyone realising the load.
- You don't need less responsibility — you need better boundaries
  Carrying everything isn't leadership, it's exhaustion.
- Sustainability matters more than stamina.
  This role isn't about pushing harder — it's about lasting longer.

Staying in this role long-term doesn't mean doing less.

It means doing things differently.

Letting some things wait. Sharing the load where you can. Taking breaks before you absolutely have to.

You don't need to run yourself flat to prove you care.

The goal isn't to survive the role. It's to stay in it — with enough energy left to enjoy your life outside the practice.

And that's not selfish.

That's smart leadership.

—Your Fellow Practice Manager (Who Learned This Before the Battery Hit Zero)

✦ A Moment to Think About

> *What would make your working week a little more sustainable?*

DEAR PRACTICE MANAGER

Confidence Comes After Experience (Not Before)

If you've ever walked into a situation thinking, "I really hope I didn't stuff it up," while everyone else in the room assumed you already had it under control, this one's for you.

You listened. You weighed it up. You made the call. Later, someone said, "You handled that really well."

And you smiled… while mentally replaying the entire thing like a referee reviewing a challenge call in a footy game — from every angle, in slow motion, just to check you didn't miss something obvious.

Here's the thing most people don't tell you:

that quiet second-guessing doesn't mean you lack confidence. It means you care.

Here's the real deal:

- Confidence doesn't arrive before experience — it follows it
  You don't feel sure first. You act, then realise later you knew what you were doing.
- Second-guessing is often a sign of good judgment
  People who don't question themselves rarely stop to consider the impact of their decisions.
- Experience builds perspective, not certainty
  Over time, you get better at knowing which decisions matter — and which ones don't need a replay.
- Other people usually trust you before you trust yourself
  Long before you feel "ready," others already see you as capable.

If you're waiting to feel confident before you speak up, make decisions, or lead — you'll be waiting a long time.

Confidence isn't loud.

It doesn’t announce itself.

It shows up quietly, disguised as experience.

And one day, you’ll realise you’re no longer replaying every decision — because you already know how the call was made.

—Your Fellow Practice Manager (Who Has Reviewed Plenty of Calls)

✦ A Moment to Think About

> *Think back to a situation you once felt completely unprepared for but managed to work through. What did that experience teach you about your own abilities, and are you giving yourself enough credit for how far you've come?*

ONLY IN A MEDICAL PRACTICE...

The Day I Decided to Delegate (A Decision I Briefly Regretted)

I decided it was time to stop doing everything myself. Very healthy. Very leadership-focused. I delegated a simple task, explained the outcome and resisted the urge to hover. I was practically a management textbook.

Twenty minutes later came the first question. Then the second. Then a request to confirm the first answer. By the fourth question, I had spent more time discussing the task than it would have taken to do it, and I was beginning to understand why some people talk to their plants.

The task was completed, though, and completed well. The next time, there were only two questions. The time after that, none. I learned an important lesson about delegation: the first attempt can feel like assembling flat-pack furniture with someone who refuses to look at the instructions.

Eventually, it stands up. And you no longer have to hold the whole thing together yourself.

✦ A Moment to Think About

> *What are you still doing yourself that someone else could take ownership of, if you gave them the opportunity?*

DEAR PRACTICE MANAGER

Celebrate the Small Wins

If you've ever finished a day thinking, "Well… nothing went wrong," and then immediately felt uncomfortable about it, this one's for you.

No complaints. No staff drama. No systems crashing. No doctors urgently "needing a quick word." Just… quiet.

And instead of feeling relieved, you start mentally walking the practice like a security guard — checking emails, logs, messages, and the appointment book — because surely something must be on fire and you just haven't smelt the smoke yet.

Once you get past that moment, here's the part most Practice Managers skip:

A day where nothing blew up didn't happen by accident.

Things ran smoothly because:

- systems held
- people knew what to do
- issues were handled before they escalated
- and someone was paying attention

That someone was you.

But those wins are quiet. They don't announce themselves. They don't demand a response.

So they're easy to overlook.

Here's the real deal:

- Small wins are what actually keep a practice running
  Big achievements are rare. Stability is built daily.
- Your role trains you to notice problems, not progress
  You're wired to scan for risk, which means success often goes unnoticed.
- A calm day is a result, not a coincidence
  If nothing went wrong, something went right.
- Acknowledging wins doesn't mean lowering standards
  It means recognising effort, not settling for less.

If you only ever measure your success by what went wrong, this job will feel endless.

But when you start noticing:

- the issue that stayed resolved
- the smoother shift at reception
- the day that quietly worked

You begin to see just how much impact you're having.

Celebrate the small wins. They're not small to the people they help.

And more often than not, they're the reason the big problems never appear in the first place.

—Your Fellow Practice Manager (Who Knows Quiet Days Are Rarely an Accident)

✦ A Moment to Think About

> *Which small win deserves a moment of recognition?*

PART FOUR

Finance



You don’t need to love spreadsheets. You just need to understand what they’re trying to tell you.

DEAR PRACTICE MANAGER

The Money Isn't Personal (Even When It Feels Like It Is)

If you've ever opened a financial report and immediately felt defensive — before you'd even properly read it — this one's for you.

You didn't mean to tense up. It just happened.

Because numbers have a way of feeling personal, even when they're not.

If they're good, you feel relieved. If they're bad, you feel responsible.

And if they're confusing, you feel like you should understand them better.

At this point, looking at practice finances can feel less like reviewing information… and more like being handed a report card you didn't realise you were sitting an exam for.

Here's the thing most Practice Managers don't get told:

Money is information — not a judgment on your competence.

Here's the real deal:

- Financial data tells a story, not the whole truth
  Numbers reflect systems, timing, claims, rostering, and flow — not just effort.
- Bad numbers don't mean you've failed
  They mean something needs attention. That's it.
- Good numbers don't mean you can relax forever
  They usually mean what you're doing is working — right now.
- Your job isn't to take the numbers personally — it's to respond to them calmly
  Detachment is a leadership skill.

When you stop treating finances like a verdict and start treating them like a dashboard, everything shifts.

You ask better questions.

You spot patterns earlier.

You make decisions without panic.

The money isn't judging you.

It's just telling you where to look next.

—Your Fellow Practice Manager (Who Also Had to Unlearn This)

✦ A Moment to Think About

> *What would change if you approached the numbers with curiosity rather than worry?*

DEAR PRACTICE MANAGER

You Don’t Have to Be a Finance Expert to Run a Good Practice

If you’ve ever nodded along in a finance conversation while quietly thinking,

“I hope no one asks me to explain this,” this one’s for you.

You know enough to function. You recognise the reports. You understand when something feels off.

But deep down, there’s a voice saying,

“I should probably know more than this.”

At this point, finance can feel like a language everyone else speaks fluently — and you’re still translating it in your head.

Here’s the truth that will make your shoulders drop:

You do not need to be a finance expert to run a good practice.

Here’s the real deal:

- You need understanding — not mastery
  Knowing what the numbers are telling you matters more than knowing how they’re calculated.
- Your role is to ask good questions, not have all the answers
  “Why did this change?” is often more powerful than “How do I fix it?”
- Patterns matter more than individual figures
  Trends tell you far more than one good or bad month ever will.
- It’s okay to get help
  Accountants, bookkeepers, and advisors exist for a reason — using them isn’t weakness.

A well-run practice doesn’t rely on one person knowing everything. It relies on:

- clear information
- shared responsibility
- and decisions made without fear

You don’t need to become someone else to manage money well.

You just need to be curious, calm, and willing to ask the next question.

And you’re already doing that more often than you realise.

—Your Fellow Practice Manager (Who Stopped Pretending to Be an Accountant)

✦ A Moment to Think About

> *What is one area of your practice's finances you'd like to understand better, and what's stopping you from asking the questions that could help you get there?*

ONLY IN A MEDICAL PRACTICE...

The Budget Meeting That Went Completely Off Budget

I arrived at the budget meeting with a neat spreadsheet, highlighted figures and three sensible recommendations. The practice owner arrived with a coffee and the opening question: 'Before we start, why are the waiting-room chairs that colour?'

We spent eight minutes discussing chairs. Then six minutes on whether patients preferred magazines, a television or 'a more calming atmosphere'. I gently steered us back to expenses. We reached the stationery line and somehow ended up debating the merits of blue pens.

At last, I pointed to the biggest cost pressure on the page. There was a thoughtful pause. 'Right,' the owner said. 'We should definitely look at that. But first, can we talk about the chairs?'

I left with approval to review the budget, investigate seating options and, for reasons I still cannot explain, price a fish tank. The fish tank was not in the budget. It was, however, apparently essential to the budget meeting.

✦ A Moment to Think About

> *Which one financial measure would help you understand your practice better?*

DEAR PRACTICE MANAGER

When the Practice Owner Doesn't See What You See

You can see the cracks before anyone else notices them. The reception team is stretched, the roster is one sick day away from chaos, and the appointment book has developed a personality of its own.

Then the practice owner asks, "Is everything running smoothly?"

Of course. Apart from the seventeen things you were about to mention.

Here is the challenge: owners and Practice Managers often see the same practice from very different angles. Neither view is automatically wrong, but the gap between them can become exhausting.

Instead of presenting a mountain of frustrations, choose the two or three issues that matter most. Explain what is happening, why it matters to patients, staff or the business, and what decision or support you need.

A simple rhythm of regular owner–manager meetings can turn surprises into shared priorities. Bring evidence, options and a recommendation. And leave space to hear what the owner is worried about too.

A little confession? Sometimes "I've been trying to tell you" is the sentence we most want to say. It is rarely the sentence that moves things forward.

You do not need the owner to see every detail you see. You need enough shared understanding to make good decisions together.

—Your Fellow Practice Manager (Who Has Practised the Conversation in the Car)

✦ A Moment to Think About

> *What is one issue you could explain to the owner with a clear example and a practical next step?*

DEAR PRACTICE MANAGER

When Everything Is Urgent (But Not Everything Is Important)

At 9:05 am you have a plan. By 9:12 am the phone is ringing, someone needs a password, a doctor wants an answer and the printer has decided to make a statement.

Suddenly, the important work you planned is sitting quietly at the bottom of the list. Again.

The secret is not to become faster at doing everything. It is to decide what actually needs you now, what can wait, and what someone else can handle.

Patient safety and genuinely time-critical issues come first. But not every interruption is an emergency just because it arrives loudly.

Try protecting one small block of time for your most important work. Let the team know when you are available, agree on what should interrupt you, and give people permission to solve the things already within their role.

A little confession? I have written “finish to-do list” on a to-do list. It did not help.

A good day is not necessarily the day you answered the most questions. Sometimes it is the day you made progress on something that will make next week easier.

—Your Fellow Practice Manager (Who Would Love One Quiet Hour)

✦ A Moment to Think About

> *How often do you find yourself responding to everyone else's urgent requests while the things that really matter keep getting pushed aside?*

ONLY IN A MEDICAL PRACTICE...

The Day Everything Was Urgent (Including the Missing Teaspoons)

By 10 am, I'd been told six things were urgent. A doctor needed an appointment moved immediately. A supplier wanted a decision by lunchtime. The printer had developed an attitude. Someone had used the last of the milk.

Then came the message marked URGENT in capital letters. I opened it, expecting a medical emergency or perhaps a small fire. It read: 'Do you know who has been taking the teaspoons from the staffroom?'

I stared at the screen. Somewhere between patient flow and payroll, I'd apparently been promoted to Head of Cutlery Investigations.

I replied that I'd look into it after the genuinely urgent matters. Five minutes later came the follow-up: 'Any update on the spoons?' I was tempted to issue a missing-person poster. Instead, I bought six more teaspoons. They disappeared by Thursday.

✦ A Moment to Think About

> *What is one important task you could protect time for this week?*

DEAR PRACTICE MANAGER

When You're Expected to Know Everything

Somewhere along the way, your job title appears to have become a universal help desk. Payroll? Ask the Practice Manager. Accreditation? Ask the Practice Manager. Where is the spare stapler? You know the answer to that one too.

It is flattering to be trusted. It is also exhausting when everyone assumes you must know everything, immediately.

You are allowed to say, "I'm not sure, but I'll find out." That is not a weakness. It is sound judgement.

Build reliable sources of information, ask for specialist advice when the issue calls for it, and create systems so the answers do not live only in your head.

And when you delegate, let others learn. You are not doing the team a favour by becoming the only person who can solve every small problem.

A little confession? There are days when I would like to answer every question with, "Have you checked the procedure?" and then quietly disappear for a coffee.

Your value is not measured by how many answers you can produce on demand. It is in how you lead, think, learn and help the practice work better.

—Your Fellow Practice Manager (Still Learning, Thankfully)

✦ A Moment to Think About

> *Where could you replace being the answer with creating a better system?*

A LITTLE EXTRA

Practice Manager Confessions



The things we think, the things we say behind closed doors, and the things we're definitely not putting in an email.

They're not lessons. They're not advice. They're just honest, familiar moments that remind you you're not the only one thinking them.

A FEW THINGS WE HAVE ALL THOUGHT...

CONFESSION 01

"I have emergency chocolate hidden in my drawer that is strictly for practice-related incidents — which is awkward, because almost everything now qualifies."

CONFESSION 02

"I've locked myself in the bathroom for five minutes of "quiet" — not to cry, not to panic — just to sit there and exist without anyone asking me anything."

CONFESSION 03

"I've experienced a calm day and immediately thought it's suspicious and started waiting for whatever was about to go wrong."

CONFESSION 04

"I've been interrupted so many times that I forgot what I was originally doing."

CONFESSION 05

"I've reassured everyone that everything was under control — while actively figuring out what "control" was going to look like."

CONFESSION 06

"I've listened to a patient complain and thought, "I understand why you're upset" while also silently thinking, Please stop talking now."

CONFESSION 07

"I've smiled professionally while someone vented at me, then needed to sit in silence afterwards like I'd just run an emotional marathon."

CONFESSION 08

"I've listened to a doctor explain something very confidently, nodded along seriously — and realised halfway through that I stopped understanding and I was now just committing to the nod."

CONFESSION 09

"I've said That's a great question to a doctor when what I actually meant was, "I absolutely did not expect that question."

CONFESSION 10

"I've listened to a doctor vent, nodded sympathetically, and silently thought, You are describing a problem you created."

CONFESSION 11

"I've prepared for a difficult conversation with a doctor like it was a high-stakes event — timing planned, words chosen, recovery time scheduled."

CONFESSION 12

"I've watched two staff members avoid each other so thoroughly that it required more effort than simply talking."

CONFESSION 13

"I've had a staff member book a meeting titled "Quick chat" knowing full well that it would neither be quick nor a chat."

CONFESSION 14

"I've explained the same policy so many times that I now know exactly where people stop listening."

CONFESSION 15

"I've said, we'll review the process" knowing full well that the process is just me."

CONFESSION 16

"I've thought, This is why HR exists, and then remembered that I am HR."

CONFESSION 17

"I've read an email, sighed, and waited before replying — not for strategy, but for emotional readiness."

CONFESSION 18

"I've thought, Well… nothing exploded today, and counted that as a win."

You're Doing Better Than You Think

If you've ever reached the end of the day and immediately started listing everything you didn't get to, this one's for you.

The task you postponed. The conversation you didn't quite finish. The thing you meant to come back to.

Your brain skips straight past everything you handled and lands firmly on what's still open.

At this point, reflecting on your day can feel a bit like watching the highlights reel — except it only shows the missed tackles, never the goals.

And that's unfair.

Because most of what you do doesn't shout for attention.

It looks like:

- problems that never escalated
- staff who felt supported
- patients who were looked after without incident
- systems that quietly held together
- a day that worked because you were there

Those things don't announce themselves. They don't demand recognition. So they're easy to overlook.

Here's the real deal:

You are managing complexity every single day. You are making decisions with incomplete information. You are holding things together that most people never even see.

And you're doing it while adapting, learning, and carrying far more responsibility than you give yourself credit for.

You won't always feel confident. You won't always feel on top of things. And you definitely won't finish every day feeling accomplished.

That doesn't mean you're not good at this. It means you're human — doing a difficult job with care.

So if no one has said it to you lately, let this be the reminder:

You're doing better than you think. You matter more than you realise.

And the work you do makes a real difference — even on the days it doesn't feel like it.

Close the book. Take a breath.

And remember — you don't have to have everything figured out to be doing a good job. You already are.

—Your Fellow Practice Manager (Who Hopes This Helped, Even a Little)

A LITTLE REMINDER

For the Days You Forget

- You are allowed to ask for support.
- You do not have to know every answer.
- A difficult day does not make you a poor leader.
- The small things you improve matter.
- You can be kind and still set boundaries.
- Your work makes a difference — even when nobody says it out loud.
- And yes, you are allowed to finish your coffee while it is still hot.

About The Author

Bernadette Beach is a practice management consultant who has spent years working alongside medical practices and the people who keep them running.

Through her work, she has seen first-hand how much responsibility Practice Managers carry — often quietly, often without recognition, and often while being the steady presence everyone else relies on. She has worked with practices at different stages and understands that the challenges Practice Managers face are rarely just about systems or policies, but about people, pressure, and expectations.

Bernadette's approach is practical, honest, and grounded in real-world experience. She believes Practice Managers don't need more manuals telling them what they already know — they need support that feels human, realistic, and respectful of how hard the role actually is.

She wrote this book for Practice Managers who do the work, hold things together, and keep showing up — even on the days no one notices.

Bernadette Beach Practice Management Consultant

KEEP THE CONVERSATION GOING

The Practice Manager Academy

If these letters have felt familiar, you are exactly the kind of Practice Manager I had in mind when I created the Practice Manager Academy.

The Academy is a supportive place to find practical tools, templates, systems, learning and encouragement for the everyday realities of managing a healthcare practice.

You do not need to have everything figured out before you belong. You simply need somewhere to keep learning, asking questions and growing in confidence.

Explore the Academy

With warmth,
Bernadette

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