

LEE SILBER PRESENTS

THE MASTER MULTITASKER

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LEE SILBER

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Medical Practice Administrator is the only profession where you can solve a staffing problem, a scheduling problem, and a billing problem before your coffee gets cold—which is good, because you're coffee is always cold.

U N K N O W N

1982

Before 2019, this was the Association of Otolaryngology
Administrators (AOA = Association of Overwhelmed People)

In the late 1980s, multitasking was all
the rage and mastered by women,
teens, and overly busy people.

L E E S I L B E R

Today

Multitasking has gotten a bad rap and labeled ineffective.
We know it's a necessity.



The people who say multitasking
doesn't work, have never managed
a medical practice.

T R I C I A L O N G

Preview

1. Good Multitasking
2. Bad Multitasking
3. Ugly Multitasking
4. Tips and Tricks

* For Practice Administrators



The official unit of time in a medical office
is 'before the next interruption.'

L E E S I L B E R

In California, when someone asks how far somewhere is, we answer in minutes not miles—and try to beat expectations.



Coding

Coding for medical billing was first introduced in 1966, standardized in 1996, and in 2026, AI is replacing repetitive data entry with auditing and oversight positions.



When mastered and used on the right tasks,
multitasking gives ENT Administrators
a cool tool to use when needed.

L E E S I L B E R

Multitask

Manage multiple demands without sacrificing the quality of care or the accuracy of our work. Get shift done, keep things moving, and free up time for what matters most.



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THE GOOD

One focus task and one automatic low focus task.



The best things to multitask are simple,
easy, low impact, routine tasks you know
well. These are not a brain drains or
things requiring precision.

L E E S I L B E R

Smart Move

Multiple related objectives accomplished through one action.



You walk into a room to do one thing
and leave having solved three
other problems as well.

L E E S I L B E R

My Favorites

It would appear I'm super efficient,
when in reality my multitasking
mastery stems from laziness.



Combinations

- Walk and talk with my wife... and other women.
- Tackling quick tasks while I wait for AI results.
- Clean up, clean out, and organize as I go.

On hold with insurance, while approving
PTO, and mouthing instructions to
someone across the room.

L E E S I L B E R

PAIRINGS

Like wine and cheese, certain things go great together. Others, not so much. Which of the following pair well?

Things that can go safely together
are perfect to pair.

L E E S I L B E R

- Walk through the practice and visually check on cleanliness, supply levels, and spot any waiting room bottlenecks.
- Do a quick employee temperature check when passing a person and offer encouragement, coaching, and assistance.

Do related things together.
Review scheduling while also looking
at staffing and resources to find
potential problems. One review can
answer many questions.

A N D R E A S I L B E R

TRIAGE

The following is a real-life story about the importance of prioritizing.
The interviewed person calls it “Administrator Triage”.

Being a master multitasker means knowing
which fire to put out first—and which ones
can smolder until after lunch.

U N K N O W N

It's Monday morning and one provider is 30 minutes behind, an employee called out sick, there's a angry patient is at the front desk, the internet is down, a vendor is on hold, someone needs approval for overtime, and the physician texted that she wants to see to me.



LET THEM

Find ways to get more done by accomplishing more than one thing with every action we take—like teaching and training by delegating.

Delegate?

- Which of these tasks should you do yourself, and which do you delegate?



1. Order Office Supplies
2. Call Copier Repair Company
3. Resolve Scheduling Issue
4. Check Waiting Room Flow
5. Confirm Lunch Order
6. Confer with Physician
7. Interview Potential Hire



TWO HEADS

Give one team member responsibility for solving Issue A, while you personally work on Issue B.

Someone loves to do the thing you
hate to do. Do what you do best and
delegate the rest—if you can.

U N K N O W N

TENDENCIES

People are operating at their best when they
work with their natural tendencies.

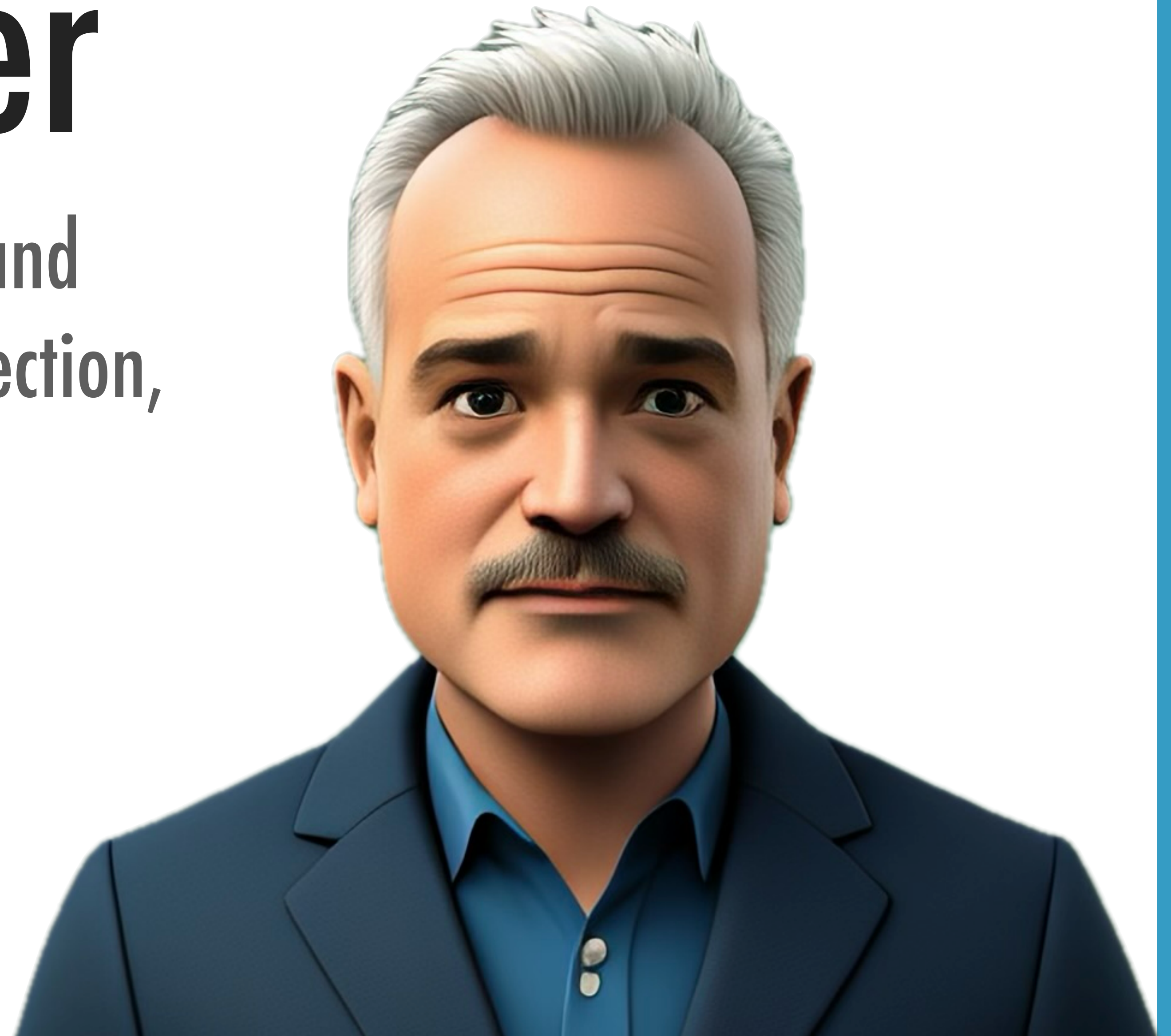
Right Brainer

Flits from task to task, leaves things out, thrives under pressure and waits until the last minute to do things.



Left Brainer

Prefers a plan, prioritizes, and strives for completion, perfection, and puts everything away.



No Brainer

When you do something so often you don't even realize you're doing it. These tasks are perfect for pairing.



THE SAUCE

The secret sauce is pairing something we don't like
with something we do to make it enjoyable.

Multitasking mundane, menial tasks
occupies our inner critic and allows good
ideas to flow with less resistance.

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THE BAD

Two tasks that compete for your attention, but require focus, precision, and active listening



2

I completed everything on my
things-to-do list today. Unfortunately,
it was yesterday's list.

U N K N O W N

Not Good

Multitasking isn't good when we make mistakes, miss deadlines, lose things, become forgetful, and don't connect with patients, co-workers, and the important people in our life.



EXPECTATIONS

When we are always available, okay with interruptions, and so quick to respond and get things done people expect miracles, we may need to lower their expectations going forward.

Multitasking means you know and choose which five things you're doing. Chaos is when you have no clue what you're doing.

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In Her Own Words

“Typical day. It was insane. Ended the way it started, someone called out at the last minute, and there were a million things to do and crazy demands. A provider needs something, payroll has a question, a patient complaint, an employee has an HR issue, and someone called out for the next day. I reached my limit.”

LIMITS

There's a limit to how many hotdogs we can eat, shots we can drink, and things we can juggle. For example...

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THE UGLY

When trying to do two or more things at once become dangerous to us and others.



3

DANGER

Don't multitask with knives, fire, and math.

Five Seconds

Taking our eyes off the road for 5 seconds at 55 mph is the same as driving the length of a football field with our eyes closed.



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TIPS AND TRICKS

Pairing a passive task with a routine activity, doing one thing that supports another, grouping like tasks, analyzing, prioritizing, and breaking it down.

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Group Like Tasks

Doing like things at the same time makes it easier to shift focus and go back and forth. Maintaining multiple social media platforms, job listings, ordering supplies, and...

Future Self

When you know you will have to start and stop, leave off at an easy place for future you to pick up at. Leave a note with what the next step is.

2

Make it Repeatable

Build repeatable routines, standard procedures, and checklists. Use templates, create form letters, and take advantage of AI and automation.

3

Leave Things Out

Use your workspace as a reminder system with cues and clues—your dashboard, calendar, sticky notes, lists and checklists. Leave the suitcase out, things by the door.

Decisions, Decisions

Set things up so less decisions are needed and less brain power is required. For example, any purchase under \$100 doesn't have to be run by you or pre-approved.

5

Empty Headed

6

Clear your head so you have less to think about and worry if you'll remember by writing everything down, or doing the easy things now so there's no need to follow up. If it's not on a list, it doesn't exist.

Talk To Me

When talking to a staff member, look and listen for clues and cues about how they're doing, their stress level, workload, training needs, and staying on track with their goals.

7

The Perp Walk

Perp (Perceptive Evaluation Routine of the Practice). While walking through the practice check the plants, waiting room and bathroom cleanliness, employee activity, supply levels, room availability, and pick up and put things down as you go.

Hold On a Minute

9

While sitting on hold with an insurance company, vendor, IT provider, or someone else, complete quick, low-concentration administrative tasks.

Future You

During small breaks during the day scan the schedule for staffing, scheduling, equipment, or patient-flow problems before they become emergencies—always thinking ahead.

10

Situational Awareness

Work on something that is easily paused while keeping awareness of the waiting room, front desk, phones, patient flow, and staff activity. Keep an eye out.

Combine and Conquer

Batch the small stuff. Handle several quick e-mails, approvals, signatures, callbacks, or routine questions in one concentrated block rather than allowing them to interrupt the entire day. Multitasking by sequencing is very effective.

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The goal isn't doing everything at once.
Multitasking is about keeping everything
moving without becoming the thing that
needs medical attention.

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